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CASE NO. 15-13224

IN THE UNITED STATES COURT OF APPEALS FOR THE ELEVENTH CIRCUIT

G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT CORPORATION,

Petitioner/Cross-Respondent,

V.

NATIONAL LABOR RELATIONS BOARD,

Respondent/Cross-Petitioner.

ON APPEAL FROM THE NATIONAL LABOR RELATIONS BOARD REGION 12 CASE NOS. 12-CA-026644 and 12-CA-026811

VOLUME III APPENDIX OF PETITIONER/CROSS-RESPONDENT

Jonathan J. Spitz
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VOLUME III

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CERTIFICATE OF SERVICE

I HEREBY CERTIFY that on October 28, 2015, a copy of the foregoing **VOLUME III, APPENDIX OF PETITIONER/CROSS-RESPONDENT G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT CORPORATION** has been served via the Court's electronic case filing system which will automatically serve the following counsel of record:

Linda Dreeben, Esq.
Deputy Associate General Counsel
Usha Deenan, Esq.
Gregoire Sauter, Esq.
National Labor Relations Board
Appellate Court Branch
1015 Half St., SE
Washington, DC 20570
linda.dreeben@nlrb.gov

I hereby certify that on October 28, 2015, I caused to be served a true and correct copy of the within and foregoing VOLUME III, APPENDIX OF PETITIONER/CROSS-RESPONDENT G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT CORPORATION via electronic mail and U.S. Mail upon the following:

Margaret J. Diaz, Regional Director Shelley B. Plass National Labor Relations Board Region 12 South Trust Plaza 201 East Kennedy Blvd. – Suite 530 Tampa, FL 33602-5824 margaret.diaz@nlrb.gov

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> By: <u>/s/Jonathan J. Spitz</u> Jonathan J. Spitz Georgia Bar No. 672360

> > Attorney for Petitioner-Cross Respondent G4S Regulated Security Solutions, A Division of G4S Security Solutions (USA) INC., F/K/A The Wackenhut Corporation

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EMPLOYER'S EXHIBIT 35



Regulated Security Solutions, Inc.

LEADERSHIP EFFECTIVENESS PROGRAM

Introduction

The success of organizations is based on employing the best people. G4S Regulated Security Solutions, Inc., has initiated a program to ensure that the best people are placed in positions to provide supervision and leadership to our security force. The intent of this program is to identify the best people for supervision; ensure that they have successfully completed all training to strengthen leadership and supervisory skills; and ensure that they provide oversight that promotes high performance.

To ensure RSS and our customers are receiving the highest possible level of performance from our security force members we have implemented this program to evaluate the security supervisors to ensure that they possess and/or demonstrate the necessary skill sets to be effective leaders. This program provides a comprehensive look at the overall level of supervisory performance and identifies those individuals who are performing well and those not meeting expectations. The result is to recognize those who are performing at a high level, assist those who are performing satisfactorily but could do better, and to identify those who are not performing to expectations and taking appropriate action to change that situation.

Best People

Adhering to the concept that employing and developing the best people and implementing effective best practices provides the desired results, RSS has implemented the following process:

A task force, comprised of site management, will be established on each site to evaluate the performance level of each supervisor and determine if their level of performance warrants continuance in their current position. The task force will consist of the Operations Coordinator, the Leadership Development Manager, and the Training Coordinator. Each level of supervisory position (Team Leader, Assistant Team Leader, etc.) will be ranked by the task force and the bottom 20% of personnel will be evaluated in more detail. If an individual supervisor does not meet the necessary level of performance, the Project Manager will consult with the Vice President/Director of Operations to determine the disposition of that supervisor.

The following tools and procedures are used by the task team to ensure a high level of supervisory performance:

Criteria 1: Performance Evaluation Process

Criteria 2: Developing People

Criteria 3: Team Performance

Criteria 4: Assessment Results

Criteria 5: Training

This process will be completed for all Florida Power and Light sites by July 2010.

Responsibility for Best People

The President, RSS has direct responsibility for the Leadership Effectiveness Program and will receive program results directly from the Vice President/Director of Operations.

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Regulated Security Solutions, Inc.

The Senior Manager, Training and Compliance will ensure that this program is implemented and that all evaluation procedures and tools are implemented to provide the data and analysis to rate and rank supervisory personnel according to their overall performance.

The Project Manager is responsible for implementation of the Best People Program on his or her site and will consult with the Vice President/Director of Operations on the results and actions to be taken as a result of the evaluations conducted for this program.

The Leadership Development Manager (LDM) at each facility will be responsible for the use of assessment tools, training programs, and mentoring and counseling to provide information on whether supervisors have the knowledge, skills, and ability to perform in a leadership position. The LDM will be responsible for scheduling and chairing the task force meeting and doing the data entry into the RSS Supervisor Evaluation Scorecard.

The Operations Coordinator is responsible for providing operational performance data.

Training Coordinator is responsible for providing training and qualification record data.

Task Force Process

The Project Manager will facilitate implementation the task force process and implement the final disposition of personnel. The Leadership Development Manager (LDM) will schedule the task force meetings, chair the meetings, and be responsible for the data entry for the Best People spreadsheet.

The Leadership Development Manager will bring a summary of information of all assessments, and leadership development activities for each supervisor to the task force.

The Operations Coordinator will bring a summary of information on the individual performance review and work with the Leadership Development Manager on determining the level of effectiveness of the performance reviews, completion of development assignments and initiatives, and the overall performance of the group of personnel supervised by each individual employee.

The Training Coordinator will bring a summary of information on each supervisor's performance in training to include the trend level of written and performance test scores, the trend level of weapons qualification scores, and any de-certifications or remedial training.

Using a criteria worksheet, for each individual supervisor, each criterion is scored on a 1-5 scale (See RSS Supervisor Evaluation Scorecard attached). Each criterion on the worksheet will be discussed based on the information presented by members of the task force and each member will independently decide on a score for that criterion. The scores will then be presented to the other task force members to arrive at a consensus on the score for that criterion. The final score for each criterion will be entered into the individual worksheet.

Criteria scores entered on the individual worksheet will be automatically accumulated on a master spreadsheet, Summary, that will indicate performance as green for high performance, yellow as average performance, and red as low performance. The LDM will enter the individual worksheet scores into the Excel file and the scores will automatically link to the Summary. The Summary will be sorted by job position and then sorted in descending order in the column labeled Summary. The descending order of the Summary provides a rank ordering of the personnel in each position.

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Regulated Security Solutions, Inc.

The Project Manager and the Vice President/Director of Operations will further evaluate personnel with any unsatisfactory scores in individual criterion or who fall into the bottom 20% of the rank order for disposition which may include:

- Personal Improvement Plan (30 days)
- Demotion
- Termination

A time will be scheduled with each employee to go over the results of the evaluation. The Operations Coordinator will schedule these meetings. Depending on the areas of weakness, the personnel from the task force who have responsibility for those areas will attend the meeting with each individual employee to discuss the results and objectives for improving performance. The Project Manager will conduct the meetings with the employees with unsatisfactory scores or who are ranked in the bottom 20% of the rank order and inform each employee of his or her disposition.

Leadership Effectiveness Program Schedule

It is essential that this program be implemented and completed in an efficient manner allowing adequate time for the resources to accomplish the task in a professional manner. We expect the process to be implemented the first week of February and continue through June 2010. The expected duration of the project will allow for succession efforts to also be implemented (see the following discussion). Refer to Attachment A, Leadership Effectiveness Program Schedule.

Succession Planning

G4S Regulated Security Solutions recognizes the potential for attrition in the supervisor cadre as a result of the evaluation process. Based on our ranked order system it is feasible that 20% (6-8 personnel) at each facility could be demoted or terminated creating vacancies. As a proactive measure, parallel with the process of evaluating current supervisors, it is essential to identify and prepare security officers for promotion.

The process for an accelerated succession development program will involve members of the same task force involved with the evaluation of existing supervisors. Following existing promotion procedures, the task force and a promotion board will identify those security officers capable of fulfilling a supervisory role in a manner aligned with management goals to achieve the maximum performance standards.

Those individuals identified for potential promotion to supervisory positions will receive both required operational training as well as leadership development training prior to the disposition of existing supervisors not retained in their current positions. Those selected and promoted will immediately be placed in an ongoing evaluation process with the intent of ensuring they are continuing to develop their leadership skills according to expectation. Refer to Attachment B, Succession Planning Schedule.

Customer Interface

The Vice President/Director of Operations will ensure that RSS customers receive a written report from each site describing the results of the evaluation and the actions being taken to improve the supervisory personnel.

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Regulated Security Solutions, Inc.

Attachment A Leadership Effectiveness Program Schedule

A - 41- 34-	Owners	February	March April	April	May	June	July
Implementation	Ray Coadell, Nancy Bruetsch	03					
Impenientation							
Supervisory Effectiveness Evaluations	Facility Task Force			9		٠.	
	(MOLOT OF MA)	40		23			
	(1) (2) (1)			000			
Disposition Consultation	Ray Coddell, Project Managers			07 - 07			
Disposition Consultation							
Personal Improvement Plans	Project Manager, Operations				7	0.0	
	Coords				7	200	
							Ξ
Disposition for Detention	Project Manager						
Disposition for the contract							5
Outomor Interface	Project Manager						

Attachment B Succession Planning Program Schedule

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	2000	February	March	Apri	May May	acas	and
Activity	Callero	(mm : ma !					
I was a substitute of the subs	Ray Coddell, Nancy Bruetsch	8					
Implementation	1 man 2 m	30 00				•	
Notification of Succession Planning Program	Project Managers	04 - 00					
Notification of decession of paralleles	Dromotion Boards	19 - 26					
Promotion Board Selection of Carididates	יייייייייייייייייייייייייייייייייייייי		2				
National of Colombia	Operations Coordinators						
Notification of Selected Calibrates			A 10		2		
O Training	Onerations & Training Coords		4		+7		
Operational Trailing					24	5	
Loadershin Training	Leadership Development Mgrs				7.1.7	7	
Loadelsilly Hairing							
Selection for Potential Promotion (Rank Order)	Facility lask Force					000	
	MICH OF CO May					78-30	
	(' IVI, OO, 10, LOIM)						2
Darried Americanont	Project Manager						5
Promotion Amountaine							5
Oustomer Interface	Project Manager						
Casimal Internation							



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EMPLOYER'S EXHIBIT 36

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Charles Feldman	Job Position:	Captain
Date Review Initiated:		Date Review Completed:	4-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1
		rformance Evaluation Process	
Rate performance in this Crite	ria as follows:		
1 Unsatisfactory 2 Marginal – needs improvem 3 Meets minimum requiremen 4 Meets and slightly exceeds i 5 Meets and exceeds requiren	is and expectations requirements and expectatio	ns	
a.c.a.r.			
SCOPE The scope of this criteria is to ever Performance Reviews.	(1) (2)	IECTIVES Review the individual supervisor's performance related the quality of the performance related for the personnel they supervise.	
·	,		
REQUIREMENTS	t ·	eria and Comments that Support Score	Score
1.1 Review supervisor performance for high level, adequate level, and low leve performance. Note issues o low level performance in particular.			4
1.2 Review supervisor feedback subordinates – positive, negative, objective, balance etc.	d,		4
1.3 Review supervisor rating of subordinates - rating of tea balanced, not skewed, provides specific feedback			4.
1.4 Review performance observations – look at both positive and negative performance			3
Project Manager:			
Operations Coordinator:		Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Mana	ager:	Signature	Date
		Signature	Date

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Nam	e of Person Evaluated:	Charles Feldman	Job Position:	Captain
	Review Initiated:		Date Review Completed:	
	PERI	ORMANCE CRITER	IA 2 - Development of Personnel	
Rafe	performance in this Criteria	as follows:		
1 Un	satisfactory			
2 Ma	ırginal – needs improvement			
3 Me	ets minimum requirements a	and expectations		
A. Mic	ets and slightly exceeds req	uirements and expe	ectations	
5 We	eets and exceeds requiremen	its and expectations	A CONTRACTOR OF THE CONTRACTOR	· · · · · · · · · · · · · · · · · · ·
				· · · · · · · · · · · · · · · · · · ·
sco	PE		OBJECTIVES	
The:	scope of this criteria is to evalua	ate the	(1) Review appropriate training records.	
docu	imented activities performed by		(2) Review other documentation that captur	es develonment
supe	ervisors to provide development	to their	 Review other documentation that captule activity performed by supervisors. 	ra actotobutess
subc	ordinates.		SCHAIRA bestormen na anherasara.	
		Note Complete	n of Criteria and Comments that Support Score	N
	REQUIREMENTS	here combine	(reference the specific issue)	Score
2.1	Supervisor completed all	 		
Z. 1	assigned training or			
	development tasks for			4
	development of subordinates.			,
	-			
2.2	Supervisor developed or			
	presented training or			
	development to address			3
	individual or team issues			
1				
2.3	Supervisor provided coaching	N		
ديم	or counseling to improve			
	performance.			4
	6			
Manager				
Pro	ject Manager:			7-4-
			Signature	Date
Op	erations Coordinator:		Ol was feel and a second a second and a second a second and a second a second and a	Date
			Signature	Date
Tra	ining Coordinator:		Chaptero	Date
	- barboo f		Signature	Date
Lea	adership Development Mana	ger;	Signature	Date
	· ·		Jighathe	

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Nam	e of Person Evaluated:	Charles Feldman	Job Position:	Captain
Date	Review Initiated:		Date Review Completed:	
·	В	EBENDMANICE CDI	FERIA 3 – Team Performance	
Date	performance in this Criteria		I Later O a Carre I Ortornation	
	satisfactory	Etts 10210 00 00		
	arginal – needs improvement			
3 M	eets minimum requirements a	ind expectations		
A. Mie	ets and slightly exceeds req	uirements and expe	ctations	
5 Me	eets and exceeds requiremen	ts and expectations		
sco	PE		<u>OBJECTIVES</u>	
The	scope of this criteria is to evalua	ite the	(1) Review performance records of the grou	ip of people that the
	all performance of the team of	,	supervisor lead.	a altina and pagains
subo	ordinates.		(2) Identify team performance trends both p	osnive and negative.
			A. (2.1)	
F		1 1	of Criteria and Comments that Support Score	7
	REQUIREMENTS	Note Completion	(reference the specific issue)	Score
-	Davidson Against normalists		freience me specific issue)	
3.1	Review team personnel records for positive or above			
1	expectations performance.			
	expectations ponormanos			4
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	ť		445	
3.2	Review team personnel			
	records for disciplinary issues	:		
l	or trend.			4
				Ì
	The second second			
3.3	Evaluate overall team			
	performance.			
		·		4
<u> </u>				
Pro	ject Manager:			,
	- ,		Signature	Date
Op	erations Coordinator:			
-			Signature	Date
Tra	ining Coordinator:		y getterment of	
			Signature	Date
Lea	adership Development Manag	jer:		Ph
			Signature	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Charles Feldman	Job Position:	Captain
Date Review Initiated:		Date Review Completed:	
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PERFORMANCE	CRITERIA 4 - Assessme	ent Results and Progress on Developn	16111
Rate performance in this Criteria	a 25 TOHOWS:		
1 Unsatisfactory	4		
2 Marginal – needs improvemen 3 Meets minimum requirements			
3 Weets minimum requirements 4 Meets and slightly exceeds re	and expectations wifemores and avacets	ione	
4 Meets and slightly exceeds re- 5 Meets and exceeds requireme	yun emems and expecta	.013	
3 Meers and exceeds redunerne	ins and expediations		
SCOPE	6	BJECTIVES	
The scope of this criteria is to evalu) Review assessment results	
results of various assessment tools		•	
Identify leadership and supervisory		Review progress on individual developr	nent plans
knowledge and skills.	•		
_			
REQUIREMENTS		Criteria and Comments that Support Score	Score
		erence the specific issue)	
4.1 Review results of Managemen	าะ Very high scores in sen	sitivity, resilence, developing and	
Development Questionnaire -	 motivating others. Loes 	st score is risk taking (3). Most score	
look for scores consistently 4	cluster in the high-avara	age range.	5
and below			
4.2 Review results of DDI		14	
Interview – look for			
consistently low ratings			
Jones Jan			4
	1		
4.3 Review progress on Individua	al		
Development Plan - how			
much has been done			4
depending on when issued			
			· •
and a series			
Project Manager:	page 1	Signature	Date
One-tions Consilinators		અસાવાયલ	truce .
Operations Coordinator:	-	Signature	Date
Training Coordinator:		Oignature .	200
Itaning contamator.		Signature	Date
Leadarchin Develonment Mana	der:		

Signature

Date

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Name of Person Evaluated:	Charles Feldman	Job Position:	Captain
Date Review Initiated:		Date Review Completed:	
the state of the s	NEDECTICA NIC	E CRITERIA 5 - Training	
- AL - Calle		SE ONIEMA 3 THEIR IN	
Rate performance in this Crite 1 Unsatisfactory 2 Marginal — needs improvem 3 Meets minimum requiremen 4 Meets and slightly exceeds 5 Meets and exceeds requirer	ent its and expectations requirements and exp	ectations is	
SCOPE The scope of this criteria is to ever satisfactory completion of training qualifications.	raluate the ng and	OBJECTIVES (1) Review training records for satisfactory of training. (2) Review training records for de-certificati training.	ı
REQUIREMENTS	Note Complett	on of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records fo completion of training — is consistently at a high leve consistently at near minim passing.	jt I or	(leterence and opening severy	4
5.2 Review training records for satisfactory completion of following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements	or f the		4
5.3 Review records for de- certification and/or remed training – note problem s areas and any consistent trend of failure.	kiils		4
Project Manager:	4	Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:	,	Signature	Date
Leadership Development M	anager:	Signature	Date page 5 of 5

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: S	teven Bonnell	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
DEDECON	ANCE CRITERIA	- Performance Evaluation Process	
Rate performance in this Criteria a	s follows:	- CHOIMANO MANAGEMENT	
1 Unsatisfactory	J TOROXOT		
2 Marginal – needs improvement			
3 Meets minimum requirements an	d expectations	•	
4 Meets and slightly exceeds requi	rements and expe	ctations	
5 Meets and exceeds requirements	and expectations		
SCOPE		OBJECTIVES "	
The scope of this criteria is to evaluate	:	(1) Review the individual supervisor's perfo	rmance evaluation.
Performance Reviews.		_	
		(2) Review the quality of the performance re provides for the personnel they supervise.	eviews the supervisor
		Months and the second s	
REQUIREMENTS	Note Completion	of Criteria and Comments that Support Score	Score
· ·	<u></u>	(reference the specific issue)	
1.1 Review supervisor			
performance for high level,			
adequate level, and low level			4
performance. Note issues of			
low level performance in	• .		
particular.		A CONTRACTOR OF THE PARTY OF TH	
1.2 Review supervisor feedback to			
subordinates – positive,			
negative, objective, balanced,			4
etc.			
, , , , , , , , , , , , , , , , , , ,		Address of the second of the s	
1.3 Review supervisor rating of			
subordinates - rating of team			
balanced, not skewed,			3
provides specific feedback			
4.4 Shadawanahamanaa			
1.4 Review performance observations – look at both			
positive and negative			4
performance	•		
Project Manager:		0.5	Date
		Şīgnature	Date
Operations Coordinator:			D-A-
		Signature	Date
Training Coordinator:			5-4-
_ 8		Signature	Date
Leadership Development Manage	:r:		Data
•		Signature	Date

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and the second second	Steven Bonnell	Job Position:	Supervisor
Name of Person Evaluated:	OLOROIT DOILLON	Date Review Completed:	
Date Review Initiated:			
DERF	ORMANCE CRITE	RIA 2 - Development of Personnel	
Rate performance in this Criteria	as follows:		
1 Unsatisfactory			
a Marriage woods improvement	į	•	
STRAMBAN AND STREET	and expectations		
r se d alimbilit aveages red	mirements and ear	pectations	,
4 Meets and exceeds requirement	nts and expectation	18	
ISCOPE		OBJECTIVES	
The scope of this criteria is to evalu	ate the	(1) Review appropriate training records.	
lacomonted activities performed by	Į.	(2) Review other documentation that capt	ures development
supervisors to provide developmen	t to their	(2) Review other documentation that appears activity performed by supervisors.	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
subordinates.		activity performed by autorations.	
	· ·	,	
Part of the state		ion of Criteria and Comments that Support Score	Score
REQUIREMENTS	Note Complet	(reference the specific issue)	36013
		(IEIGIGIAC III SPOCIA	
2.1 Supervisor completed all			
assigned training or			4
development tasks for development of subordinates]
development of subordinates	7•		
2,2 Supervisor developed or			
presented training or			
development to address		•	4
individual or team issues			1
		•	
2.3 Supervisor provided coachir	ng		
or counseling to improve			4
performance.			4
1 .			
,		•	
Buriant Manager"			
Project Manager:		Signature	Date
Operations Coordinator:			-4-17
Operations coordinator.		Signature	Date
Training Coordinator:			Date
Hemmes Agaramais	-	Signature	Late
Leadership Development Man	ager:		Date
Properties to many and the Paris		Signature	vale

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Name of Person Evaluated:	Steven Bonnell	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
Date Keview miliated.		- Annual Control of the Control of t	
	PERFORMANCE CI	RITERIA 3 - Team Performance	
Rate performance in this Criter	ila as follows:		
1 Unsatisfactory			
2 Marginal – needs improveme	int		_
3 Meets minimum requirement	s and expectations	was a feet to me	
4 Meets and slightly exceeds r	equirements and ex	pectations	
5 Meets and exceeds requirem	ients and expectatio	113	
		OBJECTIVES.	
SCOPE	stucka tha	(1) Review performance records of the grou	ip of people that the
The scope of this criteria is to eva overall performance of the team o	uraic iic	congressor lead.	
subordinates.	'A	(2) Identify team performance trends both p	ositive and negative.
sugoraniales.			
			1
REQUIREMENTS	Note Comple	tion of Criteria and Comments that Support Score	Score
		(reference the specific issue)	
3.1 Review team personnel	Į		
records for positive or abou	√e .		4
expectations performance.			4
3.2 Review team personnel			
records for disciplinary iss	ues	1	
or trend.			4
3.3 Evaluate overall team	ļ		
performance.			4
1			
	ļ		
			•
Project Manager:		The state of the s	Date
•		Signature	, Date
Operations Coordinator:		Ottoralian	Date
		Signature	24,-
Training Coordinator:		Signature	Date
. 9 %		១ប្រោយមេ	
Leadership Development Ma	ınager:	Signature	Date
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Name of Person Evaluated:	Steven Bonnell	Job Position:	Supervisor
Name of Person Lyandards.	3101011 m d 1111 m		
Date Review Initiated:		Date Review Completed:	
		Beaute and Bronzess on Develonm	enf
PERFORMANCE C	RITERIA 4 – Assessi	nent Results and Progress on Developm	
Rate performance in this Criteria	as ionows.		
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2 Marginai – needs improvement 3 Meets minimum requirements a	nd expectations		
A Moore and elightly exceeds real	uirements and expec	tations	
5 Meets and exceeds requirement	ts and expectations		
TO INCOME.			
SCOPE		<u>OBJECTIVES</u>	·
The scope of this criteria is to evalua	te the	(1) Review assessment results	
results of various assessment tools t	used to	and the second s	ant plans
identify leadership and supervisory		(2) Review progress on individual development	retir brana
knowledge and skills.			
	I Maia Completion	of Criteria and Comments that Support Score	Sacra
REQUIREMENTS	Note Completion	reference the specific issue)	Score
4.1 Review results of Management	<u></u>		
4.1 Review results of Management Development Questionnaire –			
look for scores consistently 4			4
and below			
4.2 Review results of DDI			
Interview – look for consistently low ratings			4
COURTRIENTA IOM ISBUGA			1
	1		[{
4.3 Review progress on Individua			
Development Plan - how			
much has been done			3
depending on when issued			
	,		
	1		
Project Manager:			
1 tologe terminals.		Signature	Date
Operations Coordinator:		•	D-4-
•		Signature	Date
Training Coordinator:			Date
		Signature	Date
Leadership Development Manag	Jer:	Signature	Date
		9iAilemie	

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Mame	e of Person Evaluated:	Steven Bonnell		Job Position:	Supervisor
Date	Review Initiated:	Date Re	view Completed:		
		TENEDERA A A	CE CRITERIA 5 -Tr	aining	
	. (F. 7 - 67-14 - 15-14		CE CRITERIA 3-11	annig	
Rate	performance in this Criteria	as ionows.			
1 Un	satisfactory	,			
2 Ma	ırginal – needs improvemen ets minimum requirements	: and expectations			
3 IVIE	ets and slightly exceeds rec	wirements and ext	oectations		
C Mic	ets and exceeds requirement	nts and expectation	ns		
3 1910	The state of the s				
SCO	PE :		OBJECTIVES		
The	scope of this criteria is to evalu	ate the		ing records for satisfacto	ry or above completion
satis	factory completion of training	and	of training.		
	ifications.			ing records for de-certific	Sations and or remedia
-		*	training.		
		A Company to the Comp			
			· · · · · · · · · · · · · · · · · · ·	ments that Support Score	Ph.
	REQUIREMENTS	Note Complet	(reference the speci-	finicens)	Score
	5		(teletaire nie speci	HO lockey	
5.1	Review training records for				·
1	completion of training – is it consistently at a high level or				4
	consistently at near minimum	,			T
	passing.				
	pacenta				
5.2	Review training records for				
1	satisfactory completion of the	e			
	following:				
	- New Hire Supervisor		•		
	- Leadership Development				
	Program				4
	Voluntary Harvard online	1			
Ĭ	courses - Other supervisory training				
ł	programs				
	Training and Qualification				
	requirements				
5.3	Review records for de-				
1	certification and/or remedial	1			
	training – note problem skill	s			. 4
	areas and any consistent	ļ			
	trend of failure.	}			
Pre	oject Manager:	1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-	Signatur	Α	Date
.=-			Gigitatui		
Ob	perations Coordinator:		Signatur	ė	Date
(#T	tuin Condinatori		2(3,1344)		
10	aining Coordinator:	**************************************	Signatur	е	Date
t ~	adership Development Man	ager:	-		
	Chrosolith Coaciabilians in the		Signatur	.6	Date

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Name of Person Evaluated:	Wilmer Espinoza	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	-
Rate performance in this Criter	RMANCE CRITERIA 1 — la as follows:	Performance Evaluation Process	
Unsatisfactory Marginal – needs improvements Meets minimum requirements Meets and slightly exceeds re Meets and exceeds requirements	nt s and expectations aguirements and expect:	ations	
<u>SCOPE</u> The scope of this criteria is to eval Performance Reviews.	fuate	OBJECTIVES (1) Review the individual supervisor's per (2) Review the quality of the performance provides for the personnel they supervise	reviews the supervisor
REQUIREMENTS	Note Completion o	Criteria and Comments that Support Score Ference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low leve performance. Note issues o low level performance in particular.	•		. 3
1.2 Review supervisor feedback subordinates – positive, negative, objective, balance etc.			3
1.3 Review supervisor rating of subordinates – rating of te balanced, not skewed, provides specific feedback	am		3
1.4 Review performance observations - look at both positive and negative performance			. 3
Project Manager:		Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Ma	nager:	Signature	Date page 1 of 5

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Name of Person Evaluated: <u>V</u>	Vilmer Espinoza	Job Position:	Supervisor
Tallie of Colors		Date Review Completed:	
Date Review Initiated:			
PERF	RMANCE CRITER	IA 2 - Development of Personnel	
Rate performance in this Criteria a	s follows:		
1 Unsatisfactory			
2 Marginal - needs improvement			
a promotive manerial manera	nd expectations	atotiana	
3 Weets minimum requirements and 4 Meets and slightly exceeds requ	irements and expe	Gadions	
5 Meets and exceeds requirement	a and expectations		
	*	OBJECTIVES .	
SCOPE	-a tha	(1) Review appropriate training records.	
The scope of this criteria is to evaluate documented activities performed by	e uic	• •	
documented activities performed by supervisors to provide development (o their	(2) Review other documentation that capt	ures development
supervisors to provide assorptions		activity performed by supervisors.	•
2fftotatianos-			1000
DEOLIDEGENTO	Note Completio	n of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
2.1 Supervisor completed all			
assigned training or			4
development tasks for			4
development of subordinates.			
	.		
2.2 Supervisor developed or			
presented training or			
development to address			3
individual or team issues			
		·	
2.3 Supervisor provided coaching			
or counseling to improve			3
performance.			
		•	Į
Project Manager:			Date
•		Signature	- 4 m
Operations Coordinator:		Pignaduta	Date
		Signature	•
Training Coordinator:		Signature	Date
	ace.	Al Mission -	
Leadership Development Manag	<u> </u>	Signature	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Vame of Person Evaluated:	Wilmer Espinoza	Job Position:	Supervisor		
Date Review Initiated:		Date Review Completed:			
		INDIA O Francisco			
	PERFORMANCE CK	ITERIA 3 – Team Performance			
Rate performance in this Criteria	a as follows:	- All Control of the			
l Unsatisfactory 2 Marginal – needs improvemen	ı ¢				
z warginai – needs improvements 3 Meets minimum requirements	and expectations				
t Meets and slightly exceeds te	guirements and exp	ectations			
Meets and exceeds requireme	nts and expectation	S			
	•				
SCOPE .		OBJECTIVES	at nannla that tha		
The scope of this criteria is to evalu	uate the	(1) Review performance records of the gro	nh or heathe mer me		
overall performance of the team of		supervisor lead. (2) Identify team performance trends both	nositive and negative		
subordinates.		(X) Identify tesm performance derids both	boarnee and negative		
REQUIREMENTS	Note Completic	on of Criteria and Comments that Support Score	Score		
		(reference the specific issue)			
3.1 Review team personnel			į.		
records for positive or above expectations performance.					
expectations performance.		,	3		
3.2 Review team personnel					
records for disciplinary issue	es				
or trend.		•	3		
		•			
3.3 Evaluate overall team					
performance.					
			3		
		·			
Project Manager:		Signature	Date		
Operations Coordinator:	***************************************		8-7-		
m t.l. D. williamson		Signature	Date		
Training Coordinator:		Signature	Date		
Leadership Development Man	ager:		Date		
		Signature	Date		

Signature

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: V	Vilmer Espinoza Job Position:	Supervisor
Date Review Initiated:	Date Review Completed:	
	J. Survey on Daydon	ent
PERFORMANCE C	RITERIA 4 – Assessment Results and Progress on Developm	elir.
Rate performance in this Criteria a	s follows:	
1 Unsatisfactory		
2 Marginal – needs improvement	. L adationa	
3 Meets minimum requirements ar	id expectations	
4 Meets and slightly exceeds requ	and expectations	
5 Meets and exceeds requirement	a did expectations	
	OBJECTIV <u>ES</u>	
SCOPE The scope of this criteria is to evaluate		
results of various assessment tools u	cod to	
results of various assessment tools a identify leadership and supervisory	(2) Review progress on individual developm	ent plans
knowledge and skills.	<i>a</i> • • •	
Intiotaledge and ordine.		
		- Company
	Note Completion of Criteria and Comments that Support Score	Score
REQUIREMENTS	(reference the specific issue)	
4.1 Review results of Management	Low in motivating others. Low is developing direct reports.	-
Development Questionnaire -		
look for scores consistently 4		2
and below		
4.2 Review results of DDI		
Interview - look for	·	3
consistently low ratings		,
4.3 Review progress on Individual		
Development Plan – how		
much has been done		3
depending on when issued		
l l		
Project Manager:	CV	Date
	Signature	P 744
Operations Coordinator:	Signature	Date
	oithame	
Training Coordinator:	Signature	Date
Leadership Development Manag	Gionofura	Date

Signature

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Name of Person Evaluated:	Wilmer Espinoza	Job Position:	Supervisor		
Date Review Initiated:		Date Review Completed:			
	CE CRITERIA 5 —Training				
Rate performance in this Crite					
1 Unsatisfactory 2 Marginal needs improvem 3 Meets minimum requiremen 4 Meets and slightly exceeds 5 Meets and exceeds requiren	ent ts and expectations requirements and exp	ectations is			
San and Aller		OBJECTIVES			
SCOPE The scope of this criteria is to ev satisfactory completion of trainingualifications.	aluate the og and	(1) Review training records for satisfactory of training.(2) Review training records for de-certification training.			
REQUIREMENTS	Note Completic	on of Criteria and Comments that Support Score (reference the specific issue)	Score		
5.1 Review training records for	r	(Teleferica the Specime 1990c)			
5.1 Review training records to completion of training - is consistently at a high level consistently at near minim passing.	it or		4		
5.2 Review training records for satisfactory completion of following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements 5.3 Review records for de-	the		4		
certification and/or remed training - note problem si areas and any consistent trend of failure.	a.a. 1		4		
Project Manager:		Signature	Date		
Operations Coordinator:		Signature	Date		
Training Coordinator:		Signature	 Date		
Leadership Development Ma	anager:	Signature	Date page 5 of 5		

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Luidgy Jean-Baptiste	Job Position:	Supervisor		
Date Review Initiated:		Date Review Completed:			
Rate performance in this Criteria 1 Unsatisfactory 2 Marginal – needs improvement 3 Meets minimum requirements to 4 Meets and slightly exceeds req	and expectations uirements and expectations	mance Evaluation Process			
5 Meets and exceeds requiremen	ts and expectations				
SCOPE The scope of this criteria is to evaluate Performance Reviews.	(2) Rev	<u>NVES</u> lew the individual supervisor's perfice iew the quality of the performance is for the personnel they supervise.	reviews the supervisor		
REQUIREMENTS		and Comments that Support Score the specific issue)	Score		
1.1 Review supervisor performance for high level, adequate level, and low level performance, Note issues of low level performance in particular.	(reterence	ine specific issue)	4		
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.			4		
1.3 Review supervisor rating of subordinates - rating of tean balanced, not skewed, provides specific feedback	1		4		
1.4 Review performance observations - look at both positive and negative performance			4		
Project Manager:					
Operations Coordinator:		Signature	Date		
Training Coordinator:		Signature	Date		
-	CTOP?	Signature	Date		
Leadership Development Mana	961.	Signature	Date		

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Name of Person Evaluated:	_uidgy Jean-Baptiste	Job Position:	Supervisor
		Date Review Completed:	
Date Review Initiated:			
PERF	ORMANCE CRITERIA	2 - Development of Personnel	
Rate performance in this Criteria	as follows:		
1 Unsatisfactory			
2 Marginal – needs improvement	- d		
3 Meets minimum requirements a 4 Meets and slightly exceeds requ	ng expectations thoments and expec	tations	
4 Meets and slightly exceeds requirements 5 Meets and exceeds requirement	ts and expectations		
3 Meers and exceeds require			
SCOPE		OBJECTIVES	
The scope of this criteria is to evalua	te the	(1) Review appropriate training records.	
documented activities performed by		(2) Review other documentation that capt	ures development
supervisors to provide development	to their	activity performed by supervisors.	- -
subordinates.			
REQUIREMENTS	Note Completion	of Criteria and Comments that Support Score	Score
	(reference the specific issue)	
2.1 Supervisor completed all			
assigned fraining or development fasks for			5
development of subordinates.			
and of the second secon			
2.2 Supervisor developed or presented training or			
development to address			4
individual or team issues			
2.3 Supervisor provided coaching or counseling to improve	3		
performance.		·	4
port			
	<u> </u>		
Project Manager:			D-4-
		Signature	Date
Operations Coordinator:	b-1-1-4-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-	Cimpotura	Date
		Signature	
Training Coordinator:		Signature	Date
Leadership Development Mana	ger:		_
Fedratistic Postalobilians		Signature	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Luidgy Jean-Baptiste	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
		The Language of the Control of the C	
	PERFORMANCE CRIT	ERIA 3 Team Performance	
Rate performance in this Criteria	a as follows:		
1 Unsatisfactory	6		
2 Marginal – needs improvemen 3 Meets minimum requirements	and expectations		
3 Meets minimum requirements 4 Meets and slightly exceeds re	mirements and expec	tations	
5 Meets and exceeds requireme	nts and expectations		
3 Meco dita Gitago			
SCOPE		OBJECTIVES	The same of the sa
The scope of this criteria is to evalu	rate the	(1) Review performance records of the ground	tb ox beable rust me
overall performance of the team of		supervisor lead. (2) Identify team performance trends both p	nositive and pegative.
subordinates.		(2) Identify team performance trends both (JOSINIO LING MAGAMITA
	Natio Completion	of Criteria and Comments that Support Score	Score
REQUIREMENTS	Mora Combierion	(reference the specific issue)	Scole
3.1 Review team personnel			
records for positive or above			
expectations performance.			4
			-
			-
3.2 Review team personnel	,	•	
records for disciplinary issu or frend.	49		4
or trend-	,		
3.3 Evaluate overall team			
performance.			
	į		4
	•		
Project Manager:			,
1 adjour monday.		Signature	Date
Operations Coordinator:			D-4-
— 3		Signature	Date
Training Coordinator:			Date
		Signature	14210
Leadership Development Man	ager:	Signature	Date
		aignature	

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Luidgy Jean-Baptiste	Job Position:	Supervisor
		Date Review Completed:	
Date Review Initiated:	A. P. V.		
PERFORMANCE O	RITERIA 4 – Assessme	ent Results and Progress on Develor	ment
Rate performance in this Criteria	as follows:	2000,42	
1 Unsatisfactory			
2 Marginal - needs improvement			
3 Meets minimum requirements a	ind expectations	tions	
4 Meets and slightly exceeds req 5 Meets and exceeds requiremen	ulfellietus anu expecta to and expectations	none	
5 Weets and exceeds requirement	is and expectations		
lacent	C	BJECTIVES	
SCOPE The scope of this criteria is to evalua	ate the	Review assessment results	
results of various assessment tools	ucad ta		
identify leadership and supervisory	(7	Review progress on individual develo	pment plans
knowledge and skills.			
		city in 12 more that Summart Score	
REQUIREMENTS	Note Completion of	Criteria and Comments that Support Score erence the specific issue)	Score
	1	etetice the sheatin issue)	
4.1 Review results of Management Development Questionnaire –	L I		
look for scores consistently 4			4.
and below			
4.2 Review results of DDI			
Interview - look for			4
consistently low ratings			4
	ļ		
4.3 Review progress on Individua	1		
Development Plan – how			}
much has been done			5
depending on when issued		•	
Project Manager:			
t inless manages.		Signature	Date
Operations Coordinator:			D-2-
		Signature	Date
Training Coordinator:			Date
		Signature	Date
Leadership Development Mana	ger:	Signature	Date
		oiRiamie.	

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Name o	of Person Evaluated:	Luidgy Jean-Baptiste	Job Position:	Supervisor	
Date R	eview Initiated:		Date Review Completed:		
1		PERFORMANCE	CRITERIA 5-Training		
Rate p	erformance in this Criteria				
1 Unsa 2 Marg 3 Meet	itisfactory Jinal – needs improvement is minimum requirements is and slightly exceeds rec is and exceeds requiremen	and expectations uirements and expec	tations	·	
			OBJECTIVES		
satisfa	ope of this criteria is to evalu ctory completion of training a cations.	ate the and	(1) Review training records for satisfactory of training. (2) Review training records for de-certification training.	1	
				T	
	REQUIREMENTS		of Criteria and Comments that Support Score	Score	
			(reference the specific issue)		
	Review training records for completion of training — is it consistently at a high level or consistently at near minimum passing.			4	
5.3	Review fraining records for satisfactory completion of the following: New Hire Supervisor Leadership Development Program Voluntary Harvard online courses Other supervisory training programs - Training and Qualification requirements Review records for de-			4	
	certification and/or remedial training - note problem skills areas and any consistent trend of fallure.			4	
Proje	ect Manager:		Signature	Date	
Oper	rations Coordinator:		Signature	Date	
Train	ning Coordinator:	-	Signature	Date	
Lead	dership Development Mana	ager:	Signature	Date	

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Name of Person Evaluated:	Brian Mekdeci	Job Position:	Supervisor		
Date Review Initiated:		Date Review Completed:			
PERFOR	MANCE CRITERIA	1 - Performance Evaluation Process			
Rate performance in this Criteria	as follows:				
1 Unsatisfactory 2 Marginal – needs improvement 3 Meets minimum requirements a 4 Meets and slightly exceeds req 5 Meets and exceeds requiremen	irements and ex	pectations ns			
SCOPE The scope of this criteria is to evalua Performance Reviews.	te	OBJECTIVES (1) Review the individual supervisor's performance reprovides for the personnel they supervise.			
REQUIREMENTS	Note Complet	ion of Criteria and Comments that Support Score (reference the specific issue)	Score		
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		(renerative are sheeting regard)	3 .		
Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		,	3		
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		•	3		
1.4 Review performance observations – look at both positive and negative performance			4		
Project Manager:		Signature	Date		
Operations Coordinator:					
Training Coordinator:		Signature	Date		
Leadership Development Manag	er:	Signature	Dafe		
readerstub peretobuteur maner	g G 1 4	Signature	Date page 1 of 5		

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Name of Person Evaluated: Brian Me		Brian Mekdeci	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:		
	DEDE	OPMANCE CRITE	RIA 2 – Development of Personnel	
Data	performance in this Criteria	as follows:		
4 Ile	satisfactory			
o Me	irginal – needs improvement			
2 BAC	ets minimum requirements	and expectations		
4 8/10	ote and cliabily exceeds req	uirements and exp	ectations	
5 Me	ets and exceeds requiremen	its and expectation	S	
SCO	PE		OBJECTIVES	
The s	scope of this criteria is to evalua	ate the	(1) Review appropriate training records.	
docu	mented activities performed by		and the state of t	war davalanmans
supe	ervisors to provide development	to their	(2) Review other documentation that captu	nes develoblisatie
subc	ordinates.		activity performed by supervisors.	
6000 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1			on of Criteria and Comments that Support Score	
	REQUIREMENTS	Note Combien	(reference the specific issue)	Score
	i maladad all	 	(reference the specimo lecae)	
2.1	Supervisor completed all assigned training or			
	development tasks for			4
	development of subordinates.		•	T
1				
2.2	Supervisor developed or		•	
	presented training or			
1	development to address			4
	individual or team issues			
1				
2.3	Supervisor provided coaching	,		
2.5	or counseling to improve	7		
	performance.			4
	pontoniana			·
	A TOTAL OF THE PARTY OF THE PAR			
Game				
Pro	oject Manager:		Signature	Date
		•	ວເຕຼແສເພເອ	Dildo
Op	erations Coordinator:		Signature	Date
	n to the constituent of the cons		សម្បាលលេខ	
Tra	aining Coordinator:		Signature	Date
	adership Development Mana	uer.	4-3	
L.e	accipinh neadlabitteir mana	a	Signature	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Brian Mekdeci	Job Position:	Supervisor	
Maile of Let 2011 Faggara.				
Date Review Initiated:		Date Review Completed:		
PERFORMANCE CRITERIA 3 — Team Performance				
Rate performance in this Crite	ria as follows:	MILETRIFE		
1 Unsatisfactory	71 III (20 10115 10 7)			
2 Marninal - needs improvem	ent			
2 Blooks minimum requiremer	its and expectations			
A Meats and slightly exceeds	requirements and ex	pectations		
5 Meets and exceeds require	nents and expectatio	ns		
SCOPE		OBJECTIVES (1) Review performance records of the group	ip of people that the	
The scope of this criteria is to ev	aluate the	supervisor lead.		
overall performance of the team subordinates.	UI .	(2) Identify team performance trends both	positive and negative.	
suporainates.		(-)		
	Note Comple	tion of Criteria and Comments that Support Score	Score	
REQUIREMENTS		(reference the specific issue)		
3.1 Review team personnel				
records for positive or abo	ove			
expectations performance	•		3	
			ļ	
3.2 Review team personnel				
records for disciplinary is	sues			
or trend.		•	3	
3.3 Evaluate overall team				
performance.			3	
Hoose				
Project Manager:		CV	Date	
		Signature	5444	
Operations Coordinator:		Signature	Date	
m to a confirmation		Oignation		
Training Coordinator:		Signature	Date	
Leadership Development M	anader:	<u> </u>		
Feddelpurk percepture		Signature	Date	

Supervisor

Job Position:

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	5 m Fredricked:	Brian Mekdeci	Job Position:	Supervisor
Name of Person Evaluated: Brian I		Dilai Merdeoi		
Date Review Initiated:			Date Review Completed:	
	DEDECRIMANCE	CRITERIA A - Asse	ssment Results and Progress on Develor	oment
D-4- 1	performance in this Criteria	as follows:		
A Line	satisfactory			3
2 Mar	ginal – needs improvement	t		
3 80-	.d. minimum remirements	and expectations		
A 150	-td aliabtly avecads rec	mirements and exp	ectations	
5 Mee	ets and exceeds requirement	nts and expectation	S	
SCOP) 2		OBJECTIVES	
Thos	cone of this criteria is to evalu	ate the	(1) Review assessment results	
resulf	is of various assessment tools	used to	the distriction of the districti	rement plans
identi	ify leadership and supervisory		(2) Review progress on individual develo	hitter it higgs
know	ledge and skills.			
A			on of Criteria and Comments that Support Score	A
	REQUIREMENTS	Note Completi	(reference the specific issue)	Score
L	•		(Letelsuce the shectic issue)	
4.1	Review results of Managemen	11		
	Development Questionnaire -	;		4
	look for scores consistently	* '		4
	and below			
4.2	Review results of DDI			
14.2	Interview - look for			·
Į	consistently low ratings			4
	20,121			
4.3	Review progress on Individu	al		
1	Development Plan - how			
ı	much has been done	1		4
	depending on when issued			
<u></u>				
P	ject Manager:			
PIO	iteer imanane.	•	Signature	Date
One	erations Coordinator:			
ψh	GIULIGEIG COLLEGIO		Signature	Date
Tra	ining Coordinator:			D-6:
			Signature	Date
Lea	adership Development Man	ager:		Date
OH +37 W	··· -		Signature	Date

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Name	of Person Evaluated:	Brian Mekdecl		Job Position:	Supervisor	
			Data Pari	ow Completed		
Date Review Initiated:		Date Review Completed:				
r		PERFORMAN	CE CRITERIA 5 -Trai	ning		
Rate	performance in this Criteria	as follows:	Hin			
1 Uns	satisfactory					
2 Mai	rginal – needs improvement ets minimum requirements a	and expectations				
ARAC	ate and clinhtly exceeds red	uirements and ex	pectations			
5 Me	ets and exceeds requiremen	ts and expectatio	ns			
la .			OBJECTIVES			
SCO	E con a minute in the profession	to the	(1) Review training	g records for satisfacto	ry or above completion	
The s	scope of this criteria is to evaluate factory completion of training a	nd	of fraining		Į.	
	fications.		(2) Review training records for de-certifications and/or remedial			
			training.			
			The Colonia Co			
F		Note Complet	ion of Criteria and Comme	ents that Support Score	Score	
	REQUIREMENTS		(reference the specific	issue)		
5.1	Review training records for					
	completion of training - is it				4	
	consistently at a high level or consistently at near minimum					
	passing.					
5.2	Review training records for					
	satisfactory completion of the following:	•				
	- New Hire Supervisor					
	 Leadership Development 					
1	Program				4	
	 Voluntary Harvard online courses 					
1	- Other supervisory training	·				
	programs				1	
	 Training and Qualification requirements 					
5.3	Review records for de-					
5.5	certification and/or remedial		•			
	training - note problem skills	3			4	
Ì	areas and any consistent			•		
	trend of failure.					
Pro	oject Manager:		Simologo		Date	
	a diameter		Signature			
Op	erations Coordinator:	·	Signature		Date	
Tr	aining Coordinator:				Date	
			Signature		Date	
<u>L</u> e	adership Development Mana	iger:	Signature		Date	
	•		4.3		page 5 of 5	

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Name of Person Evaluated:	David Parris	Job Position:	Supervisor			
Date Review Initiated:		Date Review Completed:				
PER	ORMANCE CRITE	RIA 1 – Performance Evaluation Process				
Rate performance in this Crite	eria as follows:					
1 Unsatisfactory						
2 Marginal - needs improvem	ient réa and expectation	ne.				
3 Meets minimum requiremer 4 Meets and slightly exceeds	requirements and	expectations				
4 Meets and slightly exceeds 5 Meets and exceeds require	ments and expecta	tions				
SCOPE		OBJECTIVES	rmance evaluation.			
The scope of this criteria is to ex	valuate	(1) Review the individual supervisor's performance evaluation.				
Performance Reviews.		(2) Review the quality of the performance reviews the supervisor				
		provides for the personnel they supervise.				
		pletion of Criteria and Comments that Support Score	190			
REQUIREMENTS	Note Com	(reference the specific issue)	Score			
d.d. Daviers cymonicos		(1 CIV CITES CITE SEP				
1.1 Review supervisor performance for high leve	≘ૌ,					
adequate level, and low le	vel		3			
performance. Note issues	of					
low level performance in						
particular.						
1.2 Review supervisor feedba	ick to					
subordinates – positive, negative, objective, balan	cad		3			
etc.	ocu,	•	Ŭ			
G.C.						
1.3 Review supervisor rating	០វ					
subordinates - rating of	team					
balanced, not skewed,	ale.		3			
provides specific feedbac						
1.4 Review performance						
observations - look at be	oth					
positive and negative		•	3			
performance		•				
Project Manager:						
-		Signature	Date			
Operations Coordinator:		Signature	Date			
Training Coordinator:		Signature	Date			
Leadership Development N	Manager:					
Locasoronie 2 av 1 april 1 av 1		Signature	Date page 1 of 5			

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Name of Person Evaluated:	David Parris	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
	,		
PER	FORMANCE CRITI	RIA 2 - Development of Personnel	
Rate performance in this Criteri	a as follows:		
1 Unsatisfactory			
2 Marginal – needs improvemer	it .		
3 Meets minimum requirements	and expectations	nactations	
3 Meets Annual Toquida 4 Meets and slightly exceeds re 5 Meets and exceeds requireme	quirements and ex ents and expectation	ns	
5 Weets and exceeds requireme			
SCOPE		OBJECTIVES	
The scope of this criteria is to eval	uate the	(1) Review appropriate training records.	
documented activities performed b	ЭΥ	(2) Review other documentation that cap	tures development
supervisors to provide developmen	nt to their	(2) Review other documentation that cap activity performed by supervisors.	files deactobutour
subordinates.		activity performed by experiment	
	Mercal Maria	A	
	Note Comple	tion of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
2.1 Supervisor completed all			
assigned training or development tasks for			2
development of subordinate	s.		2
2.2 Supervisor developed or			
presented training or development to address			3
individual or team issues			
2.3 Supervisor provided coachi or counseling to improve	119		
performance.			3
por or marine			
Project Manager:	become delegated to	2	Date
		Signature	
Operations Coordinator:	<u></u>	Signature	Date
Training Coordinator:			
Halling Coolamator.		Signature	Date
Leadership Development Mar	nager:		Date
-		Signature	uate

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Name of Person Evaluated:	David Parris	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
		Ph. P.	
	PERFORMANCE C	RITERIA 3 - Team Performance	
Rate performance in this Criteria	a as follows:		
1 Unsatisfactory			
2 Marginal – needs improvemen	it .		
3 Meets minimum requirements	and expectations]
4 Meets and slightly exceeds re	quirements and ex	rpectations	
5 Meets and exceeds requireme	nts and expectation	ons	
	· · · · · · · · · · · · · · · · · · ·	and a property of	
SCOPE		OBJECTIVES (1) Review performance records of the group	n of neonle that the
The scope of this criteria is to evalu	uate the		
overall performance of the team of		supervisor lead. (2) Identify team performance trends both p	estive and negative.
subordinates.		(2) Identity team performance action boars	Soliting Harman Salar
		Commence that Support Scara	_
REQUIREMENTS	Note Comple	etion of Criteria and Comments that Support Score	Score
		(reference the specific issue)	
3.1 Review team personnel			
records for positive or above			
expectations performance.	. 1		3
	•		
1			
3.2 Review team personnel			
records for disciplinary issue	es		
or trend.			3
3.3 Evaluate overall team			
performance.			
			3
- H 4 9 8			
Project Wanager:	<u> </u>	Signature	Date
		oighacara	
Operations Coordinator:		Signature	Date
		orgnature	
Training Coordinator:		Cimpfuto	Date
		Signature	
Leadership Development Man	ager:	Cincolura	Date
		Signature	

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Name of Person Evaluated:	David Parris	Job Position:	Supervisor	
Name of Person Evaluated.	JUVIG I CITIO			
Date Review Initiated:		Date Review Completed:		
DEPENRMANCE C	RITERIA 4-Ass	essment Results and Progress on Develop	nent	
Rate performance in this Criteria a	s follows:			
1 Unsatisfactory				
2 Marginal - needs improvement				
a Moote minimum requirements at	nd expectations			
A Moofe and slightly exceeds requ	iirements and ex	pectations		
5 Meets and exceeds requirement	s and expectation	ns		
SCOPE		OBJECTIVES (1) Review assessment results	•	
The scope of this criteria is to evaluate	te tine	• •		
results of various assessment tools u identify leadership and supervisory	ised to	(2) Review progress on individual develop	ment plans	
knowledge and skills.	•			
Kilowierde aug synie.				
	Note Comple	tion of Criteria and Comments that Support Score	Score	
REQUIREMENTS		(reference the specific issue)		
4.1 Review results of Management				
Development Questionnaire -				
look for scores consistently 4			3	
and below				
4.2 Review results of DDI				
Interview - look for				
consistently low ratings			2	
		3-3-4		
4.3 Review progress on Individual				
Development Plan – how much has been done	Ì		2	
depending on when issued			_	
depending on anon record				
1				
	(A)			
Project Manager:			Date	
		. Signature	Dar	
Operations Coordinator:	-	Signature	Date	
		9iAisiαi≈		
Training Coordinator:		Signature	Date	
Leadership Development Manag	105*	0,5		
respetable resemblition wants		Signature	Date	

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Name of Person Evaluated:	David Parris	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
		NCE CRITERIA 5 - Training	
Rate performance in this Crite	ria as follows:		
1 Unsatisfactory 2 Marginal – needs improveme 3 Meets minimum requiremen 4 Meets and slightly exceeds i 5 Meets and exceeds requiren	ts and expectations requirements and e	xpectations	
SCOPE The scope of this criteria is to ever satisfactory completion of trainin qualifications.	aluate the g and	OBJECTIVES (1) Review training records for satisfactory of training. (2) Review training records for de-certification training.	1
REQUIREMENTS	Note Comp	letion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is consistently at a high level consistently at near minimpassing.	it or		3
5.2 Review training records for satisfactory completion of following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification reguirements	the .		3
5.3 Review records for de- certification and/or remeditraining – note problem sk areas and any consistent trend of failure.			3
Project Manager:		Signature	Date
Operations Coordinator:	Alex	Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Ma	nager:	Signature	Date page 5 of 5

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Captain



Name of Person Evaluated:	Quintin Ferrer	Job Position:	Captain
Date Review Initiated:		Date Review Completed:	
PERFOR	MANCE CRITERIA	- Performance Evaluation Process	
Rate performance in this Criteria 1 Unsatisfactory 2 Marginal – needs improvement 3 Meets minimum requirements of 4 Meets and slightly exceeds req 5 Meets and exceeds requiremen	and expectations	ctations	
		OBJECTIVES	
SCOPE The scope of this criteria is to evalue Performance Reviews.	ate	(1) Review the individual supervisor's performance reprovides for the personnel they supervise.	
		n of Criteria and Comments that Support Score	
REQUIREMENTS	Note Completion	reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		,	3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced etc.			4
1.3 Review supervisor rating of subordinates – rating of tear balanced, not skewed, provides specific feedback	n		4
1.4 Review performance observations – look at both positive and negative performance			3
Project Manager:		Signature	Date
Operations Coordinator:		Signatura	Dafe
Training Coordinator:		Signature	Date
Leadership Development Mana	ager:	Signature Signature	Date page 1 of 5

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Name of Person Evaluated:	Quintin Ferrer	Job Position:	Captain
Name of Forder Boundary		Date Review Completed:	
Date Review Initiated:			
PERF	ORMANCE CRITE	RIA 2 – Development of Personnel	
Rate performance in this Criteria	as follows:		
1 Unsatisfactory			
2 Marginal – needs improvement 3 Meets minimum requirements :	: and expectations:		
a Marks and clightly exceeds red	ulrements and ex	pectations	i
5 Meets and exceeds requirement	nts and expectatio	ns	
		OBJECTIVES	-
SCOPE	_t_ t[(1) Review appropriate training records.	
The scope of this criteria is to evalu	ate the		
documented activities performed by supervisors to provide development	t to their	(2) Review other documentation that captu	ires development
subordinates.		activity performed by supervisors.	
	- Attach		
	Note Comple	tion of Criteria and Comments that Support Score	Score
REQUIREMENTS	1,0.0	(reference the specific issue)	
2.1 Supervisor completed all			
assigned training or			4
development tasks for development of subordinates			, f
development of appointment	*		
2.2 Supervisor developed or			
presented fraining or development to address			3
individual or team Issues			1
and the same of th			
2.3 Supervisor provided coachin or counseling to improve	19		
performance.			3
μοιτοτιτιατίστ			ļ
Project Manager:			Data
		Signature	Date
Operations Coordinator:	B	Signature	Date
Training Coordinator:			
		Signature	Date
Leadership Development Mana	ager:	Ofmotium	Date
-		Signature	

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Name of Person Evaluated:	Quintin Ferrer	Job Position:	Captain
•		Date Review Completed:	
Date Review Initiated:			
F	ERFORMANCE CI	RITERIA 3 – Team Performance	
Rate performance in this Criteria 1 Unsatisfactory 2 Marginal – needs improvement	t.		,
3 Meets minimum requirements 4 Meets and slightly exceeds red 5 Meets and exceeds requiremen	and expectations ruirements and ex	oectations ns	
SCOPE The scope of this criteria is to evaluoverall performance of the team of subordinates.		OBJECTIVES (1) Review performance records of the grous supervisor lead. (2) Identify team performance trends both processes.	
REQUIREMENTS	Note Complet	ion of Criteria and Comments that Support Score (reference the specific Issue)	Score
3.1 Review team personnel records for positive or above expectations performance.			3
3.2 Review team personnel records for disciplinary issue or frend.	es		3
3.3 Evaluate overall team performance.		•	3
Project Manager:			
•		Signature	Date
Operations Coordinator:	, , , , , , , , , , , , , , , , , , , 	Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Mana	ager:	Signature	Date

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Name of Person Evaluated:	Quintin Ferrer	Job Position:	Captain
Name of Person Evaluated.	Ganai i onor		
Date Review Initiated:		Date Review Completed:	
		A Figure on Power	mont
PERFORMAN	CE CRITERIA 4 – Asses	sment Results and Progress on Develop	(Hene
Rate performance in this Crit	eria as follows:	- 10	
1 Unsatisfactory	ant		
2 Marginal – needs improven 3 Meets minimum requiremen	iem its and expectations		
3 Meets minimum requirements 4 Meets and slightly exceeds	requirements and expe	ctations	
5 Meets and exceeds require	ments and expectations		
- Mooto			1
SCOPE		OBJECTIVES	
The scope of this criteria is to e	valuate the .	(1) Review assessment results	
results of various assessment to	pols used to	(2) Review progress on Individual develop	oment plans
identify leadership and supervis	tory	(2) Keylew hindless on marriaga 201000	
knowledge and skills.			
	Note Completion	n of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
4.1 Review results of Manage	ment		
Development Questionna	ire 🗝		
look for scores consisten	tly 4		4
and below			
4.2 Review results of DDI			
Interview - look for			
consistently low ratings			3
1			
and India	idual		
4.3 Review progress on Indiv Development Plan - how	/ICUAI		
much has been done			4
depending on when issue	ed		
Miles and a second			
Project Manager:		Signature	Date
Sanding Figure		oignaw.~	
Operations Coordinator:		Signature	Date
Training Coordinator:	•		
Hanning Goormanoi.	· · · · · · · · · · · · · · · · · · ·	Signature	Date
Leadership Development N	lanager:		
Manager of the district of the second of the		Signature	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Quintin Ferrer	Job Position:	Captain
ate Review Initiated:	·	Date Review Completed:	
	DEDECORMANCE	CRITERIA 5 - Training	
late performance in this Criteria		omision a manny	.,,
Unsatisfactory	, · , · M (200 - 1		
Marginal – needs improvement	i		
Meets minimum requirements	and expectations	6-47	
Meets and slightly exceeds rec	uirements and expec	tations	
Meets and exceeds requirement	its and expectations		
SCOPE		OBJECTIVES	
The scope of this criteria is to evalu	ate the	(1) Review training records for satisfactory	or above completion
eatisfactory completion of training a	and	of training.	- 14 Mari
qualifications.		(2) Review training records for de-certificat	ions and/or remedial
		training.	
		TO MAN TO STATE OF THE STATE OF	
REQUIREMENTS		of Criteria and Comments that Support Score reference the specific issue)	Score ,
5.1 Review training records for	1	etersine tre specific increj	
completion of training - is it			
consistently at a high level or		•	4
consistently at near minimum			
passing.			
5.2 Review training records for	 		
satisfactory completion of the	:		
following:			
- New Hire Supervisor			
 Leadership Development Program 			4
- Voluntary Harvard online			. 4
courses			
 Other supervisory training 			Į
programs			
 Training and Qualification requirements 			
5.3 Review records for de-		1100	
certification and/or remedial		•	
training – note problem skills			4
areas and any consistent trend of failure.			
trend of railure.			
5 / 10			
Project Manager:		Signature	Date
Operations Coordinator:	**		
- Billian Carlos and a service		Signature	Date
Training Coordinator:			
-		Signature	Date
Leadership Development Manag	ger:	0	Pata
		Signature	Date

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	Debart Pager	Job Position:	Supervisor			
Name of Person Evaluated:	Robert Boger					
Date Review Initiated:		Date Review Completed:				
	-OBMANCE COITER	IA 1 – Performance Evaluation Process				
Rate performance in this Crite	ria as follows:					
Unsatisfactory Marginal – needs improvem Meets minimum requiremer Meets and slightly exceeds Meets and exceeds require	ent its and expectations requirements and e ments and expectati	Xbecranous	rformance evaluation.			
The scope of this criteria is to ex Performance Reviews.	(Audio	(2) Review the quality of the performance provides for the personnel they supervise	e reviews the supervisor e.			
REQUIREMENTS	Note Comp	letion of Criteria and Comments that Support Score (reference the specific issue)	Score			
1.1 Review supervisor performance for high leve adequate level, and low le performance. Note issues low level performance in particular.	vel		4			
1.2 Review supervisor feedba subordinates – positive, negative, objective, balan etc.			4			
1.3 Review supervisor rating subordinates — rating of balanced, not skewed, provides specific feedba	feam		4.			
1.4 Review performance observations – look at be positive and negative performance	oth		4			
Project Manager:		Signature	· Date			
Operations Coordinator:		Signature	Date			
Training Coordinator:	<u></u>	Signature	Date			
Leadership Development (Manager:	Signature	Date page 1 of 5			

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Nam	e of Person Evaluated:	Robert Boger	Job Position:	Supervisor	
Date Review Initiated:			Date Review Completed:		
1	PERF	ORMANCE CRITE	RIA 2 - Development of Personnel		
Rate	performance in this Criteria	as follows:			
1 Un	satisfactory				
2 Ma	rginal – needs improvement				
2 W.c	ors minimum requirements a	and expectations	-		
4 Ne	eets and slightly exceeds req	uirements and ex	pectations		
5 Me	eets and exceeds requiremen	its and expectation	ns		
			овлестиеѕ		
SCO	PE		(1) Review appropriate training records.		
The	scope of this criteria is to evalua	ate the	(1) Mearces abbrothuses a annual	İ	
supe	mented activities performed by ervisors to provide development ordinates.	to their	(2) Review other documentation that captured activity performed by supervisors.	res development	
	REQUIREMENTS	Note Comple	tion of Criteria and Comments that Support Score	Score	
<u> </u>			(reference the specific issue)		
2.1	Supervisor completed all		·		
	assigned training or development tasks for			4	
	development of subordinates.			- ""	
			·		
2.2	Supervisor developed or				
1	presented training or				
	development to address			4	
	individual or team issues				
2.3	Supervisor provided coaching	3			
Ì	or counseling to improve				
	performance.			4	
	· ·				
Pro	oject Manager:		Signature	Date	
Op	erations Coordinator:	,			
•	aining Coordinator:		Signature	Date	
			Signafure	Date	
Le	adership Development Mana	ger:	Cinnatura	Date	

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Name of Person Evaluated:	Robert Boger	Job Position:	Supervisor	
Date Review Initiated:	· · · · ·	Date Review Completed:		
		TOWN 2 Town Horformance		
PE	RFORMANCE CRI	TERIA 3 – Team Performance		
Rate performance in this Criteria : 1 Unsatisfactory 2 Marginal — needs improvement 3 Meets minimum requirements a 4 Meets and slightly exceeds requirements	nd expectations lirements and expe	ectations s		
SCOPE The scope of this criteria is to evalua overall performance of the team of subordinates.	fe the	OBJECTIVES (1) Review performance records of the gr supervisor lead. (2) Identify team performance trends both		
REQUIREMENTS	Note Completio	n of Criteria and Comments that Support Score (reference the specific issue)	Score	
3.1 Review team personnel records for positive or above expectations performance.			4	
3.2 Review feam personnel records for disciplinary issues or frend.			4	
3.3 Evaluate overall team performance.			4	
Project Manager:		Ol-matives.	Date	
Operations Coordinator:		Signature		
•		Signature	Date	
Training Coordinator:		Signature	Date	
Leadership Development Mana	ger:	Signature	Date	

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Name of Person Evaluated: Robert Boger		Job Position:	Supervisor		
		Date Review Completed:			
Date Kedlem unngreg.					
PERFORMAN	CE CRITERIA 4 – Assessm	ent Results and Progress on Develor	ment		
Rate performance in this Cri	teria as follows:				
1 Unsatisfactory					
2 Marginal - needs improver	nent				
3 Meets minimum requireme	ints and expectations	tione			
4 Meets and slightly exceeds 5 Meets and exceeds require	s requirements and expecta-	tions	2		
5 Meets and exceeds require	Michigana exposession				
ISCOPE		DEJECTIVES			
The scope of this criteria is to e	- · · · · · · · · · · · · · - · · · · ·	1) Review assessment results	Ĭ		
results of various assessment	factor ucod fo				
identify leadership and supervi	sory (Review progress on individual develo	pment plans		
knowledge and skills.					
		Criteria and Comments that Support Score			
REQUIREMENTS	Note Completion or	ference the specific issue)	Score		
•		erence the specimo locacy			
4.1 Review results of Manage Development Questionna	aire				
look for scores consister	offiv 4		4		
and below		·			
		•			
4.2 Review results of DDI					
Interview - look for					
consistently low ratings			4		
	1				
4.3 Review progress on Indi	vidual				
Development Plan - how	r				
much has been done			3		
depending on when issu	ied				
	ł				
		All the second s			
During Manager		_			
Project Manager:		- Signature	Date		
Operations Coordinator:					
Speranon sootanis		Signature	Date		
Training Coordinator:			P1-4-		
	•	Signature	Date		
Leadership Development N	Aanager:	0.	Date		
		Signature	PHU		

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Name of Person Evaluated:	Robert Boger	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
	PERFORMA	NCE CRITERIA 5 – Training	
Rate performance in this Criteria			
1 Unsatisfactory 2 Marginal — needs improvemen 3 Meets minimum requirements 4 Meets and slightly exceeds red 5 Meets and exceeds requireme	t and expectations quirements and ex	(pectations	·
The state of the s		OBJECTIVES	
SCOPE The scope of this criteria is to evalue satisfactory completion of training qualifications.	ate the and	(1) Review training records for satisfactory of training. (2) Review training records for de-certification fraining.	1
		And Annual Court	
REQUIREMENTS	Note Comple	tion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.	1	(Intercented are opposited)	4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements	e .	·	4
5.3 Review records for decertification and/or remedial training – note problem skill areas and any consistent trend of failure.	S		4
Project Manager:		Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:	, management de la constitución	Signature	Date
Leadership Development Mana	ager:	Signature	Date page 5 of 5

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Name of Person Evaluated:	Jose Izquierdo	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
PERFOR Rate performance in this Criteria	RMANCE CRITERIA as follows:	1 – Performance Evaluation Process	
Unsatisfactory Marginal — needs improvement Meets minimum requirements Meets and slightly exceeds rec Meets and exceeds requirement	: and expectations mirements and expe	ectations s	
SCOPE The scope of this criteria is to evalu Performance Reviews.	ate	OBJECTIVES (1) Review the individual supervisor's per (2) Review the quality of the performance provides for the personnel they supervise	reviews the supervisor
REQUIREMENTS	Note Completic	n of Criteria and Comments that Support Score (reference the specific Issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.			4
1.2 Review supervisor feedback subordinates - positive, negative, objective, balanced etc.	,		4
1.3 Review supervisor rating of subordinates - rating of team balanced, not skewed, provides specific feedback	n		4
1.4 Review performance observations – look at both positive and negative performance			4 .
Project Manager:		Signature	Date
Operations Coordinator:	Prince:	Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Man	ayer.	Signature	Date page 1 of 5

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ame of Person Evaluated:	Jose Izquierdo	Job Position:	Supervisor
		Date Review Completed:	
ate Review Initiated:			
PE	RFORMANCE CRITE	RIA 2 – Development of Personnel	MILTO TO THE PARTY OF THE PARTY
tate performance in this Crite	ria as follows:		
Unsatisfactory			
Marginal - needs improvement	ent		
Meets minimum requirement	s and expectations	portations	
Meets and slightly exceeds r Meets and exceeds requiren	equirements and ex-	18	
Meets and exceeds requirem	ients and exposition		
	,	OBJECTIVES	
COPE he scope of this criteria is to ever	aluate the	(1) Review appropriate training records.	
lacumented activities performed	by	the stantage of the stantage o	-turna davolanment
supervisors to provide developm	ent to their	(2) Review other documentation that ca activity performed by supervisors.	htnies deaetobuleur
subordinates.		schart bellotitied by suberaranse.	
	Al de Camples	ion of Criteria and Comments that Support Score	Score
REQUIREMENTS	Mote Complet	(reference the specific issue)	20016
2.1 Supervisor completed all			
assigned fraining or			
development tasks for			4
development of subordinal	tes.		
2.2 Supervisor developed or			
2.2 Supervisor developed or presented training or		-	1
development to address			4
individual or team issues			
2.3 Supervisor provided coac	ning		
2.3 Supervisor provided coact or counseling to improve	3		
performance.			4
•			
Project Manager:			Date
-		Signature	hara
Operations Coordinator:		Signature	Date
		ວເຕາຕະພາດ	
Training Coordinator:		Signature	Date
Leadership Development Ma	anager:		
resdetauth neverohitterr at		Signature	Date

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Name of F	Person Evaluated:	Jose Izquierdo	Job Position:	Supervisor
Date Revi	ew Initiated:		Date Review Completed:	
	B	EDEODMANCE CR	ITERIA 3 – Team Performance	
	ormance in this Criteria	es follows:	Hatun	
Rate pen 1 Unsatis	factory	da jonovia		The state of the s
3 Margins	al – needs împrovement			
1 a B F	- Introduce requirements:	and expectations		i e
A REAGES	and climbily exceeds fed	uirements and exp	ectations	
5 Meets a	and exceeds requiremen	its and expectation	S	
			· · OBJECTIVES	
SCOPE	The second secon	oto tho	(1) Review performance records of the group	o of people that the
The scope	of this criteria is to evalu	ate tile	eunenisor lead.	it.
overall pe	rformance of the team of		(2) Identify team performance trends both po	ositive and negative.
suporania	nes.			
				1
	DECUMENTS	Note Completi	on of Criteria and Comments that Support Score	Score
	REQUIREMENTS		(reference the specific issue)	
3.1 Rev	riew team personnel			
reco	ords for positive or above			3
exp	ectations performance.			
	•			
1		<u> </u>		
3.2 Rev	view team personnel			
rec	ords for disciplinary issue	s		
ort	trend.			4
				1
100 F-	aluate overall team			
•	rformance.	ľ		
PC				4
1				
				·
Project	Manager:		Signature	Date
	On arctinator			
Operati	ions Coordinator:		Signature	Date
Taninia	g Coordinator:			
11911111	a anniament		Signature	Date
Leader	ship Development Mana	ıger:		5.4
	marries and a constant		Signature	Date

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Name of Person Evaluated:	Jose Izquierdo	Job Position:	Supervisor
		Date Review Completed:	
Date Review Initiated:			
PERFORMA	NCE CRITERIA 4 - As	sessment Results and Progress on Develop	nent
Rate performance in this C	riteria as follows:		
Rate performance in this C 1 Unsatisfactory 2 Marginal – needs improv 3 Meets minimum requiren 4 Meets and slightly excee	ement nents and expectations ds requirements and e	expectations	
5 Meets and exceeds requi	rements and expectati	ions	
SCOPE	,	OBJECTIVES	
The scope of this criteria is to	evaluate the	(1) Review assessment results	
results of various assessmen identify leadership and super knowledge and skills.	ŕ fools used fo vîsory	(2) Review progress on individual develop	ment plans
		dia Divisional Control	
REQUIREMENTS	Note Comp	letion of Criteria and Comments that Support Score (reference the specific issue)	Score
1	d) a time to a date	(reference awareness, resilience	
4.1 Review results of Mana Development Question fook for scores consist and below	naire	ail; business awareness; resilience	3
4.2 Review results of DDI Interview – look for consistently low rating	ıs		4
4.3 Review progress on in Development Plan – he much has been done depending on when is	ΟW		3
	J		
Project Manager:		Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:		Signature	Date
Leadership Developmen	t Manager:	Signature	Date

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dame	e of Person Evaluated:	Jose Izquierdo	Job Position:	Supervisor
Date Review Initiated:		1.7	Date Review Completed:	
-1-10-00-2		PERFORMAN	CE CRITERIA 5 - Training	
Rate	performance in this Criteria	as follows:		
1 Un	satisfactory			
2 Ma	rginal – needs improvement			
3 Me	ets minimum requirements	and expectations		
4 Me	ets and slightly exceeds req	uirements and ex	pectations ne	
5 Me	ets and exceeds requiremen	its allu expectado	113	
			· OBJECTIVES	
SCO	<u>FE</u> scope of this criteria is to evalu	ate the	(1) Review training records for satisfactory	or above completion
caffe	factory completion of training a	nd	of training.	
	ffications.		(2) Review training records for de-certificat	ions and/or remedial
•			training.	
·				
			to war and the Support Score	
	REQUIREMENTS.	Note Comple	tion of Criteria and Comments that Support Score (reference the specific issue)	Score
ļ	Review fraining records for		(Telestence in Specific 1992)	
5.1	completion of training - is it			·
	consistently at a high level or			4
	consistently at near minimum			,
	passing.			
5.2	Review training records for			
	satisfactory completion of the			
	following: - New Hire Supervisor			
	Leadership Development			1
	Program			4
	 Voluntary Harvard online 			
	courses			
	 Other supervisory training 		,	
į	programs			
	 Training and Qualification requirements 			
5.3	Review records for de-			
	certification and/or remedial			
	training – note problem skills	;		4
1	areas and any consistent			
	trend of failure.			
		<u> </u>		
n	-in-ch Managara			
rr	oject Manager:		Signature	Date
On	erations Coordinator:			
Մ	MI MEGATER BANK SERVICE .	m——	Signature	Date
Tra	aining Coordinator:			
			Signature	Date
Le	adership Development Mana	ger:		Dat-
	•		Signature	Date page 5 of 9
-				page 3 OI .

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Name of Person Evaluated:	Gonzo Pedroso	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
	entation opinion 4	Performance Evaluation Process	
PERFORMANCE in this Criteria	as follows:	- Fellottiance Evaluation 1 10000	
1 Unsatisfactory 2 Marginal – needs improvement 3 Meets minimum requirements a 4 Meets and slightly exceeds req 5 Meets and exceeds requirement	and expectations wirements and expec	fations	
		OBJECTIVES .	
SCOPE The scope of this criteria is to evalue Performance Reviews.	ate	(1) Review the individual supervisor's per- (2) Review the quality of the performance provides for the personnel they supervise.	reviews the supervisor
REQUIREMENTS	Note Completion	of Criteria and Comments that Support Score reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.			4
1.2 Review supervisor feedback to subordinates - positive, negative, objective, balanced, etc.			4.
1.3 Review supervisor rating of subordinates - rating of team balanced, not skewed, provides specific feedback	n		4
1.4 Review performance observations – look at both positive and negative performance			· 4
Project Manager:			Date
Operations Coordinator:		Signature	nare
-		Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Mana	iger:	Signature	Date page 1 of 5

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	Gonzo Pedroso	Job Position:	Supervisor	
Name of Person Evaluated:	Gorizo i edioso			
Date Review Initiated:		Date Review Completed:		
		i se Porconnol		
PERF	ORMANCE CRITER	IA 2 - Development of Personnel		
Rate performance in this Criteria	as follows:			
1 Unsatisfactory			general de la companya de la company	
2 Marginal – needs improvement	and avacetations		1	
3 Meets minimum requirements a 4 Meets and slightly exceeds req	illu expediations ukomente and expe	ctations		
4 Meets and slightly exceeds requirements 5 Meets and exceeds requirement	ts and expectations			
5 Weets and exceeds regenerate				
SCOPE		OBJECTIVES		
The scope of this criteria is to evalua	ate the	(1) Review appropriate training records.		
documented activities performed by		(2) Review other documentation that capt	ores development	
supervisors to provide development	to their	(2) Review other documentation that experiences activity performed by supervisors.		
subordinates.		activity performed by coperation		
	Note Completio	n of Criteria and Comments that Support Score	Score	
REQUIREMENTS	More complete	(reference the specific issue)		
2.1 Supervisor completed all				
assigned training or				
development tasks for			4	
development of subordinates.				
2.2 Supervisor developed or				
2.2 Supervisor developed or presented training or				
development to address	•		4	
individual or team issues				
4 4				
2.3 Supervisor provided coachin	9			
or counseling to improve			5	
performance.				
		Though the state of the state o		
Project Manager:		O' furn	Date	
		Signature		
Operations Coordinator:	· · · · · · · · · · · · · · · · · · ·	Signature	Date	
		As Milliannia.		
Training Coordinator:		Signature	Date	
Leadership Development Mana	ager:			
resdetziih neaeiobiitetti matte	-3	Signature	Date	

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Vame of Person Evaluated	: Gonzo Pedroso	Job Position:	Supervisor			
Date Review Initiated:		Date Review Completed:				
	PERFORMANCE	CRITERIA 3 – Team Performance				
Rate performance in this C	riteria as follows:					
1 Unsatisfactory	roman t					
2 Marginal – needs improv 3 Meets minimum requirer	nents and expectation:	S				
a sende and climbtly exces	ds requirements and e	expectations				
5 Meets and exceeds requ	irements and expectat	ions				
		OBJECTIVES	****			
SCOPE		(1) Review performance records of the g	roup of people that the			
The scope of this criteria is to overall performance of the te	o evaluate the sam of	cupantisor land.				
oversu performance of the co subordinates.		(2) Identify team performance trends both	th positive and negative.			
26Holdingroot						
	Note Com	pletion of Criteria and Comments that Support Score	Score			
REQUIREMENTS	Note Court	(reference the specific issue)	36016			
3.1 Review team personne						
records for positive or	above		.			
expectations performa	ince.		4			
3.2 Review team personn	el					
records for disciplina	ry issues					
or trend.			4			
		• •				
3.3 Evaluate overall team			İ			
performance.						
,			4			
Project Manager:			Date			
Ž		Signature	Hate			
Operations Coordinator	<u> </u>	Signature	Date			
m a a A . Ituakam		distrarat o				
Training Coordinator:		Signature	Date			
Leadership Developmer	nt Manager:	_	<u> </u>			
Feddelatth perciolities		Signature	Date			

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Name	e of Person Evaluated:	Gonzo Pedroso	Job Position:	Supervisor		
	Review Initiated:	Date Review Completed:				
PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development						
	PERFORMANCE C	RITERIA 4 - Assess	sment Results and Progress on Developme	116		
Rate	performance in this Criteria	as follows:				
1 Un	satisfactory					
2 Ma	arginal – needs improvement	nd avnactations				
3 Me	ets minimum requirements a eets and slightly exceeds requ	ilu expectations iromonts and expe	ciations			
4 INIE	eets and exceeds requiremen	is and expectations				
3 1616	seed and exposure to					
sco	PE	A + 499	OBJECTIVES			
The	scope of this criteria is to evalua	te the	(1) Review assessment results			
resu iden	Its of various assessment tools t tify leadership and supervisory viedge and skills.	used to	(2) Review progress on individual developme	ent plans		
1	The state of the s					
	REQUIREMENTS		of Criteria and Comments that Support Score (reference the specific issue)	Score		
4.1	Review results of Management Development Questionnaire – look for scores consistently 4 and below	ILow scores in risk to	High score in developing people, learning, and motivating others. Low scores in risk taking, fixibility, and sensitivity (needs to involve others in plans and decisions.)			
4.2	Review results of DDI Interview – look for consistently low ratings			4		
4.3	Review progress on Individual Development Plan – how much has been done depending on when issued		•	4		
Pro	oject Manager:			Date		
			Signature	nac.		
Op	erations Goordinator:		Signature	Date		
Tra	aining Coordinator:	The state of the s	Signature	Date		
Le	adership Development Manag	jer:	Signature	Date		

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

None	e of Person Evaluated:	Gonzo Pedroso	Job Position:	Supervisor
•				
Date	Review Initiated:		Date Review Completed:	
			CRITERIA 5 Training	
	performance in this Criteria	as follows:		
2 Ma 3 Ma 4 Ma	satisfactory arginal – needs improvement sets minimum requirements a sets and slightly exceeds req sets and exceeds requiremen	uirements and expec	fations	
sco	PE		OBJECTIVES	
The satis	scope of this criteria is to evalua factory completion of training a ifications.	te the	(1) Review training records for satisfactory of training.(2) Review training records for de-certificatraining.	
		Nata Completion	of Criteria and Comments that Support Score	0
	REQUIREMENTS		reference the specific issue)	Score
5.1	Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.			4
5.2 5.3	Review training records for satisfactory completion of the following: New Hire Supervisor Leadership Development Program Voluntary Harvard online courses Other supervisory training programs Training and Qualification requirements Review records for de-	-		4
	certification and/or remedial training – note problem skills areas and any consistent trend of failure.			4
Pro	oject Manager:			
	erations Coordinator:		Signature	Date
_		41.	Signature	Date
-27	gining Coordinator:		Signature	Date
Le	adership Development Manag	ger:	Signature	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Nam	e of Person Evaluated:	Stacy Stoquert	Job Position:	Supervisor
	Review Initiated:		Date Review Completed:	
1 Un	performance in this Criteria satisfactory	as follows:	Performance Evaluation Process	
3 Me	arginal — needs improvement eets minimum requirements eets and slightly exceeds req eets and exceeds requiremen	and expectations xuirements and expe	ctations	
sco	9 2		OBJECTIVES	
The	scope of this criteria is to evaluormance Reviews.	ate	(1) Review the individual supervisor's performance reprovides for the personnel they supervise.	9
	REQUIREMENTS	Note Completion	of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1	Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.			4
1.2	Review supervisor feedback to subordinates – positive, negative, objective, balanced etc.			3
4.3	Review supervisor rating of subordinates - rating of tear balanced, not skewed, provides specific feedback	n .	ľ	3
1.4	Review performance observations - look at both positive and negative performance			3
Pro	oject Manager:		Standary.	Date
Ор	erations Coordinator:		Signature Signature	Date
Tra	aining Coordinator:	المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية المراجعية	Signature	Date
Le	adership Development Mana	iger:		Date
			Signature	200

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Name of Person Evalu	afed: Stac	/ Stoquert	Job Position:	Supervisor	
	4 200		Date Review Completed:		
Date Review Initiated:					
	PERFORM	ANCE CRITERIA 2	 Development of Personnel 		
Rate performance in ti	nis Criteria as fo	llows:			
1 Unsatisfactory					
2 Marginal – needs im	provement	* - * * · · · · · ·			
3 Meets minimum requ	uirements and e	xpectations	ione		
4 Meets and slightly e 5 Meets and exceeds	xceeds requiren	Jenis and expectat	tona .		
5 Meets and exceeds	requirements an	O CARCOLONIO			
		0	BJECTIVES		
SCOPE The scope of this criteric	a is to evaluate the	e (1) Review appropriate training records.		
documented activities p	erformed by			-t daralanmané	
supervisors to provide o	levelopment to the	etr (2	Review other documentation that cap	offices development	
subordinates.		aı	ctivity performed by supervisors.		
		M. (. C	Criteria and Comments that Support Score	0	
REQUIREMENT	rs	Note Completion of C	erence the specific issue)	Score	
2.1 Supervisor compl	eted all	(101)			
2.1 Supervisor comple assigned training	or				
development task	s for			4	
development of si	ubordinates.				
2.2 Supervisor develo	nad or				
2.2 Supervisor developresented training	a or				
development to a	ddress			2	
individual or team	n issues				
2.3 Supervisor provide or counseling to	improve				
performance.	IIII 1040			3	
permance.					
FB					
Project Manager:			Signature	Date	
Operations Coordina	ator:			les d	
- la			Signature	Date	
Training Coordinato	r:			Date	
			Signature	Date	
Leadership Develop	ment Manager:		Signature	Date	
			១រដ្ឋានរយៈទេ		

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The state of the s			
lame of Person Evaluated:	Stacy Stoquert	Job Position:	Supervisor
ate Review Initiated:		Date Review Completed:	
	PERFORMANCE CRITE	RIA 3 - Team Performance	
ate performance in this Criteria	as follows:		
Unsatisfactory			
Marginal - needs improvemen	ť		
Moote minimum requirements	and expectations		
Magte and slightly exceeds re-	guirements and expect	ations	
Meets and exceeds requireme	nts and expectations		
	· .	ALL THE PROPERTY OF THE PROPER	
COPE		OBJECTIVES (1) Review performance records of the gro	oup of people that the
he scope of this criteria is to evalu	iate me	supervisor lead.	• • •
verall performance of the team of		(2) Identify team performance trends both	positive and negativ
ubordinates.		(a) received come based	
REQUIREMENTS	Note Completion o	Criteria and Comments that Support Score	Score
	(r	eference the specific issue)	
.1 Review team personnel			
records for positive or above			
expectations performance.			3
•			
3.2 Review team personnel			
records for disciplinary issue	es		
or trend.			3
3.3 Evaluate overall team			
 Evaluate overall team performance. 			
periormanos			3
Droiget Manager			
Project Manager:		Signature	Date
Operations Coordinator:			
the forms of the second of the		. Signature	Date
Training Coordinator:			
·		Signature	Date
Leadership Development Man	ager:		Desc
•		Signature	Date

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	Stacy Stoquert	Job Position:	Supervisor		
Name of Person Evaluated:	Stacy Stoquent				
Date Review Initiated:		Date Review Completed:			
DEDECIDAÇÃO	nent				
Rate performance in this Crite	ria as follows:	sment Results and Progress on Develop			
1 Unsatisfactory					
o Marginal - needs improvem	ent				
A BE C inimirary FACILIFAMAN	fe and expectations		ł		
A Mante and clightly exceeds	requirements and expe	ctations			
5 Meets and exceeds requirer	ients and expectations				
		OBJECTIVES			
SCOPE The scope of this criteria is to ev	aluate the	(1) Review assessment results			
results of various assessment to	ols used to				
identify leadership and supervise	яу	(2) Review progress on Individual develop	ment plans		
knowledge and skills.			ļ		
		dather with the second second second			
	N. / - Communition	of Criteria and Comments that Support Score	Score		
REQUIREMENTS	Ì	(reference the specific issue)	30016		
t 4 S - to require of Menader	gent No high scores: low	in risk taking, relationships, achievement,			
4.1 Review results of Manager Development Questionnal	e - and developing pec	ple.			
look for scores consistent					
and below					
4.2 Review results of DDI					
4.2 Review results of DDI interview – look for					
consistently low ratings			3		
4.3 Review progress on Indiv Development Plan - how	iduai				
much has been done			3		
depending on when issue	d				
Education (State Control of Contr					
Project Manager:	,	Signature	Date		
Operations Coordinator:			p		
Phetannia sociaman.	,	Signature	Date		
Training Coordinator:			Date		
		Signature	Date		
Leadership Development M	anager:	City	Date		
		Signature			

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Name of Person Evaluated:	Stacy Stoquert	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
	DEDECIDIANI	CE CRITERIA 5 - Training	
Rate performance in this Criteria		JE OTHERWISE	
1 Unsatisfactory 2 Marginal – needs improvement 3 Meets minimum requirements a 4 Meets and slightly exceeds req 5 Meets and exceeds requirement	and expectations puirements and exp	ectations is	
		OBJECTIVES	
SCOPE The scope of this criteria is to evalue satisfactory completion of training a qualifications.	ate the and	(1) Review training records for satisfactory of training. (2) Review training records for de-certificati training.	<u>, </u>
REQUIREMENTS	Note Completi	on of Criferia and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		(reference the specific issue)	4
5.2 Review training records for satisfactory completion of the following: New Hire Supervisor Leadership Development Program Voluntary Harvard online courses Other supervisory training programs Training and Qualification requirements			3
5.3 Review records for de- certification and/or remedial fraining – note problem skille areas and any consistent trend of failure.	5		4
Project Manager:	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Mana	ager:	oldusme	
Transfer as a selfar a parameter \$		Signature	Date page 5 of 5

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lame of Person Evaluated:	Veronica Thurmond	Job Position:	Supervisor
	VOIGHUU	Date Review Completed:	
Date Review Initiated:			
PERFO	RMANCE CRITERIA	- Performance Evaluation Process	
Rate performance in this Criteri	a as follows:		
Unsatisfactory			
2 Marginal – needs improveme 3 Meets minimum requirements	it - and expectations		
	militements and expe	ctations	
4 Meets and slightly exceeds to 5 Meets and exceeds requireme	ents and expectations		
		TENTIVES.	
SCOPE	ta	(1) Review the individual supervisor's per	formance evaluation.
The scope of this criteria is to eval Performance Reviews.	uate	• •	g g
hellolustice Keaterso.		(2) Review the quality of the performance provides for the personnel they supervise	teateme tile annet also:
		provides for the personaler may supplied	
	Note Completio	n of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
1.1 Review supervisor	•		
nerformance for high level,	, }		3
adequate level, and low leve	e		
performance. Note issues o low level performance in			
particular.			
1.2 Review supervisor feedback	k to		
subordinates - positive,			3
negative, objective, balance	¢d,	·	
etc.			
1.3 Review supervisor rating o	f		
subordinates - rating of te	am		3
balanced, not skewed, provides specific feedback	:		
protrace			
1.4 Review performance	4		
observations – look at bot positive and negative	•		3
performance			·
politoria			!
The state of the s			
Project Manager:		Signature	Date
Operations Coordinator:		21 - Augus	Date
•		Signature	
Training Coordinator:		Signature	Date
Leadership Development Ma	ınager:		Date
Manager and a second		Signature	page 1 of 5

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Name of Person Evaluated:	Veronica Thurmond	Job Position:	Supervisor
•		Date Review Completed:	
Date Review Initiated:		-	
PE	RFORMANCE CRITERI	A 2 - Development of Personnel	
Rate performance in this Crite	ria as follows:	, Way	
1 Unsatisfactory	zu.		
2 Marginal — needs improveme 3 Meets minimum requirement	is and expectations		
4 Braces and climbily exceeds t	equirements and expe	ctations	
5 Meets and exceeds requiren	nents and expectations		
	1	<u>овјестиче</u>	
SCOPE The scope of this criteria is to ev	alivate the	(1) Review appropriate training records.	
documented activities performed	by	(2) Review other documentation that cap	fures development
supervisors to provide developm	ent to their	activity performed by supervisors.	
subordinates.			
REQUIREMENTS	Note Completion	of Criteria and Comments that Support Score	Score
·		(reference the specific issue)	
2.1 Supervisor completed all assigned training or			
development tasks for			3
development of subordina	tes.		
	·		
2.2 Supervisor developed or			
presented training or			
development to address			3
individual or team issues			
2,3 Supervisor provided coac	hing		
or counseling to improve			3
performance.			, s
A B C		. –	
Project Manager:		Signature	Date
Operations Coordinator:			Date
•		Signature	pare
Training Coordinator:		Signature	Date
Leadership Development M	anager:		
requestiff reactobuttons in		Signature	Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Veronica Thurmond Job Position.	Subetalen
Date Review Initiated:	Date Review Completed:	
	PERFORMANCE CRITERIA 3 – Team Performance	
Rate performance in this Criteri	a as follows:	
1 Unsatisfactory		\
2 Marginal - needs improvemer	16	
3 Meets minimum requirements	and expectations	
4 Meets and slightly exceeds re	equirements and expectations	
5 Meets and exceeds requireme	ents and expectations	
	The state of the s	
SCOPE	OBJECTIVES	of poorlo that the
The scope of this criteria is to eval	uate the (1) Review performance records of the group	of healte mer me
overall performance of the team of	supervisor lead. (2) Identify team performance trends both po	cifive and penative
subordinates.	(2) Identity team performance hends both po	attive alla negative.
	Note Completion of Criteria and Comments that Support Score	Score
REQUIREMENTS	(reference the specific issue)	36016
3.1 Review team personnel		
records for positive or above	· ·	
expectations performance.		3
-		
# #		
3.2 Review team personnel		
records for disciplinary issue	es	
or frend.		3
3.3 Evaluate overall team		
performance.	1	
performance.		3
8	-	
Project Manager:		
	Signature	Date
Operations Coordinator:		Date
	. Signature	nata
Training Coordinator:	OZ	Date
	Signature	Note
Leadership Development Mana	ager:	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Veronica Thurmond	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
PERFORMANCE (CRITERIA 4 – Assess	ment Results and Progress on Develop	ment
Rate performance in this Criteria	as follows;		
1 Unsatisfactory			
2 Marginal – needs improvement	I		
Meets minimum requirements a	and expectations	rtatione	
Meets and slightly exceeds req Meets and exceeds requiremer	te and evnactations	Kations	
Meets and exceeds requirement	ito atta expectationo		***************************************
SCOPE		OBJECTIVES	
SCUPE The scope of this criteria is to evalu	afe the	(1) Review assessment results	
results of various assessment tools	used to	• •	
dentify leadership and supervisory		(2) Review progress on individual develop	ment plans
knowledge and skills.			
-			
REQUIREMENTS	Note Completion	of Criteria and Comments that Support Score	Score
		(reference the specific issue)	
1.1 Review results of Managemen	t No high scores, low	in risk taking.	
Development Questionnaire -			
look for scores consistently 4			3
and below		•	
4,2 Review results of DDI			
Interview – look for			
consistently low ratings			3
- -			
	· ·		
4.3 Review progress on Individua	2]		
Development Plan - how			
much has been done depending on when issued		•	3
debeuging on witer issued			
	are the second s		
Project Manager:			
		Signature	Date
Operations Coordinator:			
•		Signature	Date
Training Coordinator:	<u></u>		B - 4
		Signature	Date
Leadership Development Mana	ger:		Date
		Signature	uate

Signature

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Name of Person Evaluated:	Veronica Thurmond	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
	PERFORMANC	E CRITERIA 5 - Training	
Rate performance in this Criter			
1 Unsatisfactory 2 Marginal — needs improveme 3 Meets minimum requirement 4 Meets and slightly exceeds r 5 Meets and exceeds requirem	ent is and expectations requirements and expe	ectations s	
	· ***** ***	OBJECTIVES	
SCOPE The scope of this criteria is to evan satisfactory completion of trainin qualifications.	aluate the g and	(1) Review training records for satisfactory of training.(2) Review training records for de-certificat training.	
		(1.48)	
REQUIREMENTS	Note Completio	on of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is consistently at a high level consistently at near minimapassing.	it or um	(Isletelica the specific notes)	3
5.2 Review training records for satisfactory completion of following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification regulirements	the		3
5.3 Review records for de- certification and/or remed training - note problem sk areas and any consistent trend of failure.	ial cills		3
Project Manager:		Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Ma	anager:	. Signature	Date page 5 of 5

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Name of Person Evaluated:	Kevin Reyes	Job Position:	Captain
Date Review Initiated:		Date Review Completed:	
PERFORMATE PERFORMATE	as follows: and expectations uirements and ex	A 1 — Performance Evaluation Process pectations ns	
SCOPE The scope of this criteria is to evaluate Performance Reviews.	aía	OBJECTIVES (1) Review the individual supervisor's performance reprovides for the personnel they supervise.	***
REQUIREMENTS	Note Comple	ion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		(icital)icital provincia	4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.			5
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback			4
Review performance observations – look at both positive and negative performance			4
Project Manager:			
Operations Coordinator:	and the state of t	Signature Signature	Date Date
Training Coordinator:		Signature	Date
Leadership Development Mana	ger:	Sīgnature	Date page 1 of 5

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

	e of Person Evaluated:	Kevin Reyes	Job Position:	Captain	
Name	OL Letzon Evaluaten	TOVINICOYOU	- I - O - Johnston	. •	
Date	Review Initiated:		Date Review Completed:		
PERFORMANCE CRITERIA 2 – Development of Personnel					
	performance in this Criteria	as follows:	IMA E BOUGHOPARTON		
Rate	performance in this other is satisfactory	as tonous.			
2 842	rainal needs improvement	Ĺ			
2 580	ata minimum requirements	and expectations			
1 4 5 5	er and clichtly exceeds rec	juirements and ex	nectations		
5 Me	ets and exceeds requireme	nts and expectation	15		
N		1411	OBJECTIVES		
SCO	PE scope of this criteria is to evalu	rate the	(1) Review appropriate training records.		
door	mented activities performed by	1	in that can't	ras development	
supe	rvisors to provide developmen	t to their	(2) Review other documentation that captuactivity performed by supervisors.	Hea geretabilions	
subc	rdinates.		Section's benjointed by achor mosts.		
1		Note Complet	ion of Criteria and Comments that Support Score	Score	
	REQUIREMENTS		(reference the specific issue)		
2.1	Supervisor completed all				
1	assigned training or			4	
ų.	development tasks for development of subordinates				
	development of appointment	*			
2.2	Supervisor developed or				
Ì	presented training or		•	4	
1	development to address individual or team issues				
	Ilidialding of features				
	_				
2.3	Supervisor provided coaching	19			
	or counseling to improve			4	
	performance.			, ,	
-					
<u></u>					
Pre	oject Manager:		Signature	Date	
Δ.,	erations Coordinator:				
OF	elanous coordinator.		Signature	Date	
Tr	aining Coordinator:			Date	
			Signature		
Le	adership Development Man	ager:	Signature	Date	
			4.2		

Captain

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Name of Person Evaluated: Kevin F		Kevin Reyes	Job Position:	Captain	
Date Review Initiated:			Date Review Completed:		
PERFORMANCE			RITERIA 3 – Team Performance		
Rate	performance in this Criteria	as follows:			
1 Ur	satisfactory		•		
2 Ma	arginal – needs improvement				
3 M	eets minimum requirements :	and expectations	u - choślana		
4 Me	eets and slightly exceeds req	luirements and ex	pectations		
5 Me	eets and exceeds requiremen	its and expectant	A13		
sco		* * * * * * * * * * * * * * * * * * * *	OBJECTIVES		
The	<u>r </u>	ate the	(1) Review performance records of the grou	p of people that the	
over	all performance of the team of		supervisor lead.		
subo	ordinates.		(2) Identify team performance trends both p	ositive and negative.	
				*	
F		Note Comple	otion of Criteria and Comments that Support Score	Score	
	REQUIREMENTS		(reference the specific issue)	Score	
3.1	Review team personnel				
	records for positive or above				
	expectations performance.			4	
1					
3.2	Review team personnel				
10.2	records for disciplinary issues	8			
	or trend.	Į		4	
	II Comme		and the state of t		
3.3	Evaluate overall feam		·		
	performance.			4	
				4	
-					
	* 4 11 7		,		
Pro	oject Manager:		Signature	Date	
On	erations Coordinator:				
u)	CIMECIIC CACIMICACII		Signature	Date	
Tra	aining Coordinator:				
	_		Signature	Date	
Le	adership Development Mana	ger:		Data	
			Signature	Date	

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Name of Person Evaluated:	Kevin Reyes	Job Position:	Captain		
Date Review Initiated:		Date Review Completed:			
DEREORMANCE (RITERIA 4 – Ass	essment Results and Progress on Developmen	it		
Rate performance in this Criteria	as follows:				
1 Unsatisfactory					
2 Marginal - needs improvement					
3 Meets minimum requirements a	ind expectations				
4 Meets and slightly exceeds req	uirements and ex	cpectations			
5 Meets and exceeds requiremen	ts and expectation)ns			
	- Marian	OBJECTIVES			
SCOPE The scope of this criteria is to evalua	eta tha	(1) Review assessment results			
The scope of this criteria is to evaluate results of various assessment tools	ue ue used fo	(1) 1001001 400101			
identify leadership and supervisory	4604 60	(2) Review progress on individual developmen	nt plans		
knowledge and skills.		, -			
		,			
REQUIREMENTS	Note Comple	etion of Criteria and Comments that Support Score	Score		
**		(reference the specific issue)			
4.1 Review results of Management	Low in motivating	g others, but in reality, does an excellent job.			
Development Questionnaire -	Handles stress v	vell.			
look for scores consistently 4			4		
and below					
4.2 Review results of DDI	Excellent DDI In	terview for promotion to Captain. Excels in			
Interview - look for	political saavy a	nd influening others.			
consistently low ratings			5		
14 de la companya de la companya de la companya de la companya de la companya de la companya de la companya de					
4.3 Review progress on Individua Development Plan – how	'				
much has been done			4		
depending on when issued			4		
gepending on unon teases					
<u>L</u>					
Project Manager:	<u></u>		Data		
		Signature	Date		
Operations Coordinator:		Ct. unfavo	Date		
		Signature	Date		
Training Coordinator:		Signature	Date		
I - Junkin Barrianmand Mahar	Nar.	orgraduro			
Leadership Development Mana	acı	Signature	Date		

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Name	of Person Evaluated:	Kevin Reyes		Job Position:	Captain
Date	Review Initiated:		Date Re	view Completed:	
	N. C.	DEDECORMA	NCE CRITERIA 5 -TI	alnino	
	performance in this Criteri		MOL OWIEIMA	anna,	
1 Uns 2 Ma 3 Me 4 Me	performance in tins onten- satisfactory rginal – needs improvemer ets minimum requirements ets and slightly exceeds re ets and exceeds requirema	nt and expectations quirements and e	xpectations		
-			OBJECTIVES	* * * * * * * * * * * * * * * * * * * *	
satis	<u>1E</u> scope of this criteria is to eval factory completion of training fications.	uate the and	(1) Review train	ing records for satisfactor	Ì
<u></u>					
	REQUIREMENTS	Note Comp	letion of Criteria and Com (reference the speci	ments that Support Score fic issue)	Score
5.1	Review training records for completion of training – is it consistently at a high level consistently at near minimurpassing.	or ·			4
5.2	Review training records for satisfactory completion of the following: New Hire Supervisor Leadership Development Program Voluntary Harvard online courses Other supervisory training programs Training and Qualification requirements	ne			4
5.3	Review records for de- certification and/or remedia training — note problem ski areas and any consistent trend of failure.				4
Pro	oject Manager:		Signatu	79	Date
Op	erations Coordinator:				Date
TY	aining Coordinator:		Signatui		Date
Le	adership Development Ma	nager:	Sîgnatu Sîgnatu		Date page 5 of 5

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Name of Person Evaluated:	Richard Arias	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
DEDEAL	MANCE CRITERIA	1 - Performance Evaluation Process	
Rate performance in this Criteria	as follows:		
1 Unsatisfactory 2 Marginal – needs improvemen 3 Meets minimum requirements 4 Meets and slightly exceeds red 5 Meets and exceeds requireme	t and expectations puirements and expe	ectations i	
SCOPE	· · · · · · · · · · · · · · · · · · ·	OBJECTIVES	
The scope of this criteria is to evalue Performance Reviews.	ate	(1) Review the individual supervisor's performance of the performance of the provides for the personnel they supervise.	
REQUIREMENTS	Note Completion	n of Criteria and Comments that Support Score	Score .
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		(reference the specific issue)	4
1.2 Review supervisor feedback subordinates - positive, negative, objective, balanced etc.			4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback	n		4
1.4 Review performance observations – look at both positive and negative performance			4
Project Manager:		Signature	Date
Operations Coordinator:			Date .
Training Coordinator:	and the second s	Signature	
Leadership Development Man	zaer,	Signature	Date
reageratify peasiobment mais	~2 ~1.	Signature	Date page 1 of 5

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Richard Arias	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
Co. In the co	ABBIANCE COIT	RIA 2 - Development of Personnel	
PERF	ORMANCE CRITE	RIA 2 - Development of tersonne.	-
Rate performance in this Criteria	as jonova.		
1 Unsatisfactory 2 Marginal – needs improvement			
3 Meets minimum requirements a	nd expectations		
4 Meets and slightly exceeds req	uirements and ex	pectations	
5 Meets and exceeds requiremen	ts and expectatio	ns	
The state of the s			
SCOPE		OBJECTIVES	
The scope of this criteria is to evalua	ite the	(1) Review appropriate training records.	
documented activities performed by			was dayalapment
supervisors to provide development	to their	(2) Review other documentation that captu	ites develobulent
subordinates.		activity performed by supervisors.	
	and comment	ion of Criteria and Comments that Support Score	
REQUIREMENTS	Mote Comple	(reference the specific issue)	Score
2.1 Supervisor completed all	 	(reference and epidemic experience)	
2.1 Supervisor completed all assigned training or			
development tasks for		•	4
development of subordinates.			·
2.2 Supervisor developed or	ļ		
presented training or	-		
development to address individual or team issues			4
individual or team issues	1		
2.3 Supervisor provided coaching			
or counseling to improve	'		
performance.			4
•			
			α J
Project Manager:	***************************************	Signature	Date
and the street		Signature	P2 1241
Operations Coordinator:		Signature	Date
ma a t man confirmation and		Jighature	
Training Coordinator:	 	Signature	Date
Leadership Development Manag	rer:	-,-g	
readerouth resembling in market	94.4	Signature	Date
		-	

. Application

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

	ichard Arias	Job Position:	Supervisor	
Name of Person Evaluated: R	ICHAIU Anas			
Date Review Initiated:		Date Review Completed:		
PE	REORMANCE CRIT	ERIA 3 – Team Performance		
Rate performance in this Criteria a	s follows:			
14 Unsatisfactory				
a servinal made improvement	1t-None			
I are the transfer moduli comonic at	rements and experi	tations		
Meets minimum requirements at Meets and slightly exceeds requirements Meets and exceeds requirements	and expectations			
5 Weets and exceeds requirement			1.	
SCOPE		OBJECTIVES	un of secole that the	
The score of this criteria is to evaluat	e th e	(1) Review performance records of the gro	to of books with	
overall performance of the team of		supervisor lead. (2) Identify team performance trends both	positive and negative.	
subordinates.		(2) Identity team performance demands		
	Note Completion	of Criteria and Comments that Support Score	Score	
REQUIREMENTS		(reference the specific issue)		
3.1 Review team personnel		·		
records for positive or above			4	
expectations performance.			4	
3.2 Review team personnel				
3.2 Review team personner records for disciplinary issues				
or frend.			4	
ALC.				
3.3 Evaluate overall team				
performance.	1		4	
			·	
Project Manager:		Signature	Date	
Operations Coordinator:			Data	
Operations Contamazor.		Signature	Dafe	
Training Coordinator:	<u></u>		Date	
		Signature	-	
Leadership Development Mana	ger:	Signature	Date	
		aignature		

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- Euskiefed	Richard Arias	Job Position:	Supervisor
Name of Person Evaluated:	Moriard		
Date Review Initiated:		Date Review Completed:	
		ssment Results and Progress on Developme	nt
PERFORMANO	CE CRITERIA 4 - Asse	soment resums and rogress the	
Rate performance in this Crite	eria as ionows.		
1 Unsatisfactory	ant.		
2 Marginal – needs improvem 3 Meets minimum requiremen	eni se and ownerfations		
3 Meets minimum requirement 4 Meets and slightly exceeds	raquiraments and ext	pectations	
4 Meets and stigntly exceeds 5 Meets and exceeds require	ments and expectation	าร	
5 Meets and exceeds require	ittoriae di la		
		OBJECTIVES	•
SCOPE The scope of this criteria is to every contract to every co	valuate the	(1) Review assessment results	
results of various assessment to	nois used to		
identify leadership and supervis	FOFV	(2) Review progress on individual development	ent plans
knowledge and skills.	,		
MIOWICAGE ATTA DATTION		0.00	
			1
	Note Complet	ion of Criteria and Comments that Support Score	Score
REQUIREMENTS	1	(reference the specific issue)	·
4.1 Review results of Manage	ment Strengths are initi	ative and attention to detail. A solid performer.	
Development Questionna	ire -		
look for scores consisten	tly 4		4
and below			
4.2 Review results of DDI			1
Interview - look for			
consistently low ratings			4
	1		

4.3 Review progress on Indiv	Alansi		
Development Plan - how			4
much has been done	ad	•	7
depending on when issu	ea		
Project Manager:			
Linler marrager.		Signature	Date
Operations Coordinator:			Page 1
Obetations continue		Signature	Date
Training Coordinator:			Date
	,	Signature	nate
Leadership Development N	/lanager:		Date
Gedragas actific = 1 1		Signature	Date

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Job Position: Supervisor



Name of Person Evaluated:	Richard Arias	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
Date Kealem Hurrarem		LOT ATHEFTHAE Training	
		ICE CRITERIA 5 - Training	
Rate performance in this Criteria 1 Unsatisfactory 2 Marginal — needs improvement 3 Meets minimum requirements a 4 Meets and slightly exceeds requiremen 5 Meets and exceeds requiremen SCOPE The scope of this criteria is to evaluate	and expectations uirements and expectations and expectations are the	OBJECTIVES (1) Review training records for satisfactory	S S
satisfactory completion of training a qualifications.	na	(2) Review training records for de-certifica training.	tions and/or remedial
REQUIREMENTS	Note Comple	etion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		(reference the specific issue)	4.
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements			4
5.3 Review records for decertification and/or remedial training – note problem skills areas and any consistent trend of failure.	3		4.
Project Manager:	4-17-	Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Man	ager:	Signature	Date page 5 of

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Jimmy Aviles	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
PERFO	MANCE CRITERIA	1 – Performance Evaluation Process	
Rate performance in this Criteria	as follows:		
1 Unsatisfactory 1 Unsatisfactory 2 Marginal — needs improvemen 3 Meets minimum requirements 4 Meets and slightly exceeds red 5 Meets and exceeds requireme	t and expectations zuirements and exp	ectations as	
SCOPE The scope of this criteria is to evalue Performance Reviews.	ate	OBJECTIVES (1) Review the individual supervisor's performance in the performance in the performance in the performance in the personnel they supervise.	1
	N. 1. Complete	on of Criteria and Comments that Support Score	Score
REQUIREMENTS	Mote Combien	(reference the specific issue)	Gcore
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.			5
1.2 Review supervisor feedback subordinates – positive, negative, objective, balance etc.			4
1.3 Review supervisor rating of subordinates — rating of tea balanced, not skewed, provides specific feedback	erri		44
1.4 Review performance observations – look at both positive and negative performance			4
Project Manager:		Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:		Signature	Date
Leadership Development Mar	nager:	Signature	Date page 1 of 5

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n. Same Evaluated	Jimmy Aviles	. Job Position:	Supervisor
Name of Person Evaluated:	Olimity Avitoo		
Date Review Initiated:		Date Review Completed:	
PER	ORMANCE CRITE	RIA 2 – Development of Personnel	
Rate performance in this Criteria	as follows:		
1 Unsatisfactory			
2 Marginal – needs improvement			`
3 Meets minimum requirements:	and expectations	a a strictions	
4 Meets and slightly exceeds req	urements and expectation	jectations ie	
5 Meets and exceeds requiremen	ns and expectation		
		OBJECTIVES	
SCOPE"	nën tha	(1) Review appropriate training records.	
The scope of this criteria is to evalu documented activities performed by	ale uie	• •	
documented activities performed by supervisors to provide development	to their	(2) Review other documentation that capt	ures development
subordinates.	,	activity performed by supervisors.	
Sanotalitatoo.			
REQUIREMENTS	Note Complet	ion of Criteria and Comments that Support Score	Score
		(reference the specific issue)	
2.1 Supervisor completed all			
assigned training or			4
development tasks for			4
development of subordinates	•		
2.2 Supervisor developed or			
presented training or			
development to address			5
individual or team issues			1
·			
2.3 Supervisor provided coaching	9		
or counseling to improve			5
performance.			٥
Project Manager:			
1 tolene morringove		Signature	Date
Operations Coordinator:			D-4-
- 6		Signature	Date
Training Coordinator:			Date
		Signature	Date
Leadership Development Mana	iger:		Date
·		Signature	Liale

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Jîmmy Aviles	Job Posit	tion: St	upervisor
Date Review Initiated:		Date Review Complete	ed:	
NGC Medical tritterom.			· · · · · · · · · · · · · · · · · · ·	
	PERFORMANCE	CRITERIA 3 - Team Performance		
Rate performance in this Cri	teria as follows:			
1 Unsatisfactory				
2 Marginal – needs improve 3 Meets minimum requireme	meni nte and avnectation	is.		•
3 Meets minimum requirement 4 Meets and slightly exceed	s requirements and	expectations		
s Meets and sngmmy exceeds 5 Meets and exceeds requir	ements and expectat	tions		
5 Meets and executive				
SCOPE		OBJECTIVES	- · ·	of venula that the
The scope of this criteria is to	evaluate the	(1) Review performance record	ia or sie Group c	u beauto mar are
overall performance of the tear	ท of	supervisor lead. (2) Identify team performance t	francis hath nas	ifive and negative.
subordinates.		(2) Identify team performance	Henria potti poo	14,10 4

	Note Com	pletion of Criteria and Comments that Suppo	ort Score	Score
REQUIREMENTS		(reference the specific issue)		<u> </u>
3.1 Review team personnel		-		
records for positive or a	bove			
expectations performan	e.		1	4
			1	
3.2 Review team personnel records for disciplinary	issues			
or frend.	100435			4
O) d'Ollai				
3.3 Evaluate overall team	}			
performance.				4.
				4
		_ -		
Project Manager:	,	Signature		Date
		ចរដ្ឋារផយរៈជ		
Operations Coordinator:		Signature	- Maring Street, Stree	Date
Estables Consdingfor				
Training Coordinator:		Signature		Date
Leadership Development	Manager:			
Economic Solomerica	·	Signature		Date

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	Job Position:	Supervisor			
Name of Person Evaluated: Jimm	y Aviles				
Date Review Initiated:	Date Review Completed:	Date Review Completed:			
E-MIO (100)	RIA 4 – Assessment Results and Progress on Develope	nent			
PERFORMANCE CRITI	RIA 4 - Assessment Results and Fragis				
Rate performance in this Criteria as fo	MOWS.				
1 Unsatisfactory 2 Marginal – needs improvement	•				
	xpectations				
I and a marketic overage requirer	nents and expediations				
5 Meets and exceeds requirements an	u expectations				
SCOPE	OBJECTIVES.				
The accord of this criteria is to evaluate th	e (1) Review assessment results				
regults of various assessment tools used	(2) Review progress on individual develop	ment plans			
identify leadership and supervisory	(2) Notice F0				
knowledge and skills.					
	Le Mad Cumpor Score				
REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score			
	(Leteteuge rife absolute good)				
4.1 Review results of Management Development Questionnaire –					
look for scores consistently 4		4			
and below					
4.2 Review results of DDI					
4.2 Review results of DDI Interview - look for		<u> </u>			
consistently low ratings		4			
	•				
4.3 Review progress on Individual					
Development Plan - how		4			
much has been done					
depending on when issued					
Project Manager:	Signature	Date			
Operations Coordinator:		Date			
Obelgnous Apprentiment	Signature	pato			
Training Coordinator:	Signature	Date			
	•				
Leadership Development Manager	Signature	Date			

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rn Evaluated	Jimmy Aviles	Job Position:	Supervisor
Name of Person Evaluated:	diffinity 7 to 100		
Date Review Initiated:		Date Review Completed:	
		AND AND PART OF THE PART OF TH	
	PERFORM	ANCE CRITERIA 5 - Training	
Rate performance in this Cr	teria as follows:		
1 Unsatisfactory	mant		
2 Marginal – needs împrove 3 Meets minimum requirem	ants and expectation	18	
a wante and clinhtly exceed	s requirements and	expectations	
5 Meets and exceeds requir	ements and expecta	tions	
SCOPE		OBJECTIVES (1) Review training records for satisfactory	or above completion
The scope of this criteria is to	evaluate the	of tenining	Ŋ.
satisfactory completion of trail	ning and	(2) Review training records for de-certificat	ions and/or remedial
qualifications.		training.	
	Note Com	pletion of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
5.1 Review training records	for		
completion of training	yel or		4
consistently at a high le consistently at near min	imum		
bassing.			
passing			
5.2 Review fraining records	for		
satisfactory completion	of the		
following:			
- New Hire Supervisor - Leadership Development			
Program			4
- Voluntary Harvard online			
courses			
- Other supervisory trainin	g		
programs			
- Training and Qualificatio	n		
requirements 5.3 Review records for de-			
5.3 Review records for de- certification and/or ren	nedial	·	
training - note problem	n skilis		4
areas and any consiste	ent		
frend of failure.			
- 4 4 4			
Project Manager:	,	Signature	Date
Operations Coordinator:			
Oheismons contraract.		Signature	Date
Training Coordinator:	**************************************		Date
		Signature .	Date
Leadership Development	: Manager:	Signature	Date
		Diffigure	page 5 of 5

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated:	Jermaine Boleware	Job Position:	Supervisor
Date Review Initiated:		Date Review Completed:	
PER	FORMANCE CRITERIA	1 – Performance Evaluation Process	
Rate performance in this Crit	eria as follows:		
1 Unsatisfactory			
2 Marginal – needs improven	nent		
3 Meets minimum requireme	ute aud exhectations	actations	
3 Meets minimum requirements 4 Meets and slightly exceeds 5 Meets and exceeds require	mants and expectation	3	
5 Weets and exceeds require			· · · · · · · · · · · · · · · · · · ·
		OBJECTIVES	
SCOPE The scope of this criteria is to e	valuate	(1) Review the individual supervisor's perf	otmance evaluation.
Performance Reviews.		W. of the northernorth	raviawa the supervisor
		(2) Review the quality of the performance provides for the personnel they supervise.	lealesse mic orbation
		provides for the personner they supervisor	1
		on of Criteria and Comments that Support Score	Cana
REQUIREMENTS	Note Completio	(reference the specific issue)	Score
		(reference are opening)	
1.1 Review supervisor performance for high lev			ĺ
adequate level, and low k	evel		4
performance. Note issues	s of		
low level performance in			
particular.			
1.2 Review supervisor feedb	ack to		
subordinates - positive,			·]
negative, objective, balar	nced,	•	4
etc.			
		_	
1.3 Review supervisor rating	n of		
1.3 Review supervisor rating of subordinates – rating of	team		
balanced, not skewed,			4
provides specific feedba	ick	•	
1.4 Review performance			
observations - look at b	ofth		4
positive and negative		•	4
performance			
	· · · · · · · · · · · · · · · · · · ·		
Project Manager:			
Liniest marrages.		Signature	Date
Operations Coordinator:			Date
- J		Signature	บลเส
Training Coordinator:	,		Date
		Signature	Date
Leadership Development	Manager:	Cianatura	Date
		Signature	page 1 of 5

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Name of Person Evaluated:	Jermaine Boleware	Job Position:	Supervisor
		Date Review Completed:	
Date Review Initiated:		Date Mealess combiogram	
PER	FORMANCE CRITERIA 2 - D	levelopment of Personnel	
Rate performance in this Criteri	a as follows:		
11 Unsatisfactory			
narginal - needs improvemen	et .		
3 Meets minimum requirements	and expectations	œ	
4 Meets and slightly exceeds re	duitements and expectations		
5 Meets and exceeds requirement	and expectations		
	····OBJE	CTIVES	
SCOPE The scope of this criteria is to eval	(1) R	eview appropriate training records.	
The scope of this criteria is to eval documented activities performed to	4010 411		4 turilinanank
supervisors to provide developme	at to those IZI D	eview other documentation that cap	tures development
subordinates.	activ	ity performed by supervisors.	
		in a series that Support Score	
REQUIREMENTS	Note Completion of Crite	ria and Comments that Support Score ce the specific issue)	Score
1	(rereset)	te tile specific isode)	
2.1 Supervisor completed all			
assigned training or development tasks for	\ .		3
development of subordinate	s.		
(1946tohittetts of pensional			
2.2 Supervisor developed or			
presented training or	•		
development to address			3
individual or team issues			
2.3 Supervisor provided coach	ina		
2.3 Supervisor provided coach or counseling to improve			
performance.			3
			·
TO STATE OF THE ST			
Project Manager:		Signature	Date
Operations Coordinator:			
Operations add.		Signature	Date
Training Coordinator:			Date
		Signature	Date
Leadership Development Ma	nager:	Signature	Date

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	Jermaine Boleware	Job Position:	Supervisor
Name of Person Evaluated:	delitiatio zotottare		
Date Review Initiated:		Date Review Completed:	
		EDIA 2 Toom Performance	
Ĺ,	ERFORMANCE CHIL	ERIA 3 – Team Performance	
Rate performance in this Criteria	as follows.		
1 Unsatisfactory	,		
2 Marginal – needs improvement 3 Meets minimum requirements	and expectations		
THE PART OF COORSE FOR	musulments and cape	ctations	
4 Meets and slighly exceeds rec 5 Meets and exceeds requiremen	nts and expectations		
O Meets are			
SCOPE	-	- <u>OBJECTIVES</u> (1) Review performance records of the gro	um of people that the
The scope of this criteria is to evalu	ate the	(1) Review performance records of the 5.5 supervisor lead.	and are least
overall performance of the team of		(2) Identify team performance trends both	positive and negative.
subordinates.		(2) Identity team performance	
	The state of the s		
1	Note Completion	of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
3.1 Review team personnel			
records for positive or above			`
expectations performance.			4
3.2 Review team personnel			
3.2 Review team personner records for disciplinary issue	esi		
or trend.			3
Of Helicar			
3.3 Evaluate overall team			*
performance.			4
			·
		-	
Project Manager:		Signature	Date
-		oigiam •	
Operations Coordinator:		Signature	Date
		~. <u></u>	
Training Coordinator:		Signature	Date
s paralament Black	aner.	_	
Leadership Development Mar	108911	Signature	Date

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

	Jermaine Boleware	Job Position:	Supervisor		
Name of Person Evaluated:	Jermanie boleware		•		
	Date Review Completed:				
Date Review Initiated:					
DEPENDENTE	RITERIA 4 – Assessmer	nt Results and Progress on Develop	ment		
Rate performance in this Criteria	as follows:				
1 Unsatisfactory					
to re-wind needs improvement					
the state of the second of the	MU BAUECISHORS				
town a standard concoding their	HILEMICHES AND EXPERIME	ons			
4 Meets and slightly exceeds requirement	ts and expectations				
SCOPE		B <u>JECTIVES</u> Review assessment results			
The group of this criteria is to evalu	400 4110	KeAlem sezesement resures			
results of various assessment tools	used to	Review progress on individual develo	pment plans		
identify leadership and supervisory	(4,	Keatera brodices on man			
knowledge and skills.	•				
	N. S. Campletian of C	riteria and Comments that Support Score	Score		
REQUIREMENTS	Note Completion of C	rence the specific issue)	400.1		
·	<u></u>				
4.1 Review results of Managemer Development Questionnaire -	J				
look for scores consistently			4		
and below					
Stid Delona		•			
4.2 Review results of DDI					
Interview - look for					
consistently low ratings			4		
4.3 Review progress on Individu	ai				
Development Plan - how			4		
much has been done					
depending on when issued					
	į				
		Company of Company of			
N 4 1872					
Project Manager:	· · · · · · · · · · · · · · · · · · ·	Signature	Date		
A Cardinator					
Operations Coordinator:		Signature	Date		
m - to Coordinator					
Training Coordinator:		Signature	Date		
Leadership Development Man	ager:		Date		
readelemb neverobility	<u> </u>	Signature	uate		

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Morro	of Person Evaluated:	Jermaine Boleware	Job Position:	Supervisor
	(0) (61901) E (MINUTED E)		Date Review Completed:	
Date	Review Initiated:			
1	The second secon	PERFORMANCE	E CRITERIA 5 - Training	
Rate	performance in this Criteria			
11 Uns	satisfactory			
2 BR-1	needs improvement			
3 Me	ets minimum requirements a	ing expectations	crations	
4 Me	ets and slightly exceeds requirement ets and exceeds requiremen	urrements and expe te and expectations		
5 Me	ers and exceeds requirement			
scot			OBJECTIVES	
The	Ecope of this criteria is to evalua	ite the	(1) Review training records for satisfactory	or apove complemen
satis	factory completion of training a	nd	of training. (2) Review training records for de-certification	ons and/or remedial
quali	fications.		(2) Review training records for de-certainous training.	3(,0
			tranning.	
		Note Completto	n of Criteria and Comments that Support Score	Score
	REQUIREMENTS	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(reference the specific issue)	
5.1	Review training records for			
	completion of training - is it			
	consistently at a high level or			4
	consistently at near minimum			
	passing.			
5.2	Review training records for			
3.2	satisfactory completion of the	,		
	following:			
	- New Hire Supervisor			
	- Leadership Development			4
	Program Voluntary Harvard online	İ		•
	courses			
	- Other supervisory training			
1	programs			
	- Training and Qualification			
-	requirements			
5.3	Review records for de- certification and/or remedial		•	
	training - note problem skills	3		4
	areas and any consistent			
1	trend of failure.			
L				
Pr	oject Manager:		Signature	Date
_	time Coordinator			
OF	perations Coordinator:		Signature	Date
Tr	aining Coordinator:			Daka
11	uning oot.		Signature	Date
Le	adership Development Mana	ager:	Of weathers	Date
	i		Signature	page 5 of 5

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	and the forest	Brian Dunaway	Job Position:	Supervisor
Name	of Person Evaluated:	Bilaii Dullaway		
Date F	Review Initiated:	Date Review Completed:		
			5 France Syclustion Process	
	PERFOR	MANCE CRITERIA	1 - Performance Evaluation Process	
Rate	performance in this Criteria	as vollows:		
1 Uns	atisfactory ginal – needs improvement			
	/turing an antisantanta	nd expectations		
4 16 4	the and aliabely avecagle red	uirements and exp	ectations	
5 Mee	ets and exceeds requiremen	ts and expectation		
			OD IECTIVES	
SCOP	le .		(1) Review the individual supervisor's perf	ormance evaluation.
The s	cope of this criteria is to evalua	ite	, ,	ħ
Perfo	rmance Reviews.		(2) Review the quality of the performance	reviews the supervisor
			provides for the personnel they supervise.	
<u></u>			the Source and Control	
	REQUIREMENTS	Note Completi	on of Criteria and Comments that Support Score	Score
			(reference the specific issue)	
1.1	Review supervisor			
	performance for high level, adequate level, and low level			4
	performance. Note issues of			
	low level performance in			
	particular.			
1.2	Review supervisor feedback t	O		
	subordinates - positive,			4
	negative, objective, balanced,	•		4
	etc.			
			·	
1.3	Review supervisor rating of		**************************************	
1	subordinates - rating of tear	n [•	
	balanced, not skewed,			4
	provides specific feedback			
-				
1 -	Review performance	_		
1.4	observations - look at both			
	positive and negative			4
1	performance			
İ		•		
-				
Pro	oject Manager:		Signature	Date
	tions Coordinators			
Op	erations Coordinator:		Signature	Date
~	aining Coordinator:			
ΙΓ	anning Oooi amasor.		Signature	Date
Ĺρ	adership Development Man	ager:		Date
	•		Signature	page 1 of 5

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	Brian Dunaway	Job Position:	Supervisor			
Name of Person Evaluated:	Dilait Dullaway					
Date Review Initiated:		Date Review Completed:				
PER	ORMANCE CRITE	RIA 2 – Development of Personnel				
Rate performance in this Criteria	as follows:					
1 Unsatisfactory						
la situational mande improvement						
I am a series and the	and expectations	an atations				
lang and mliabilit avecasts fel	milente qua evi	jectations				
5 Meets and exceeds requirement	ile siin exhectation					
		OBJECTIVES				
SCOPE	ata tha	(1) Review appropriate training records.				
The scope of this criteria is to evalu	iale lie	-				
documented activities performed by supervisors to provide developmen	r f to their	(2) Review other documentation that capture	ses development			
subordinates.		activity performed by supervisors.				
2000tomares:						
	Note Complet	ion of Criteria and Comments that Support Score	Score			
REQUIREMENTS		(reference the specific issue)	·			
2.1 Supervisor completed all						
assigned training or			3			
development tasks for						
development of subordinates	'•					
2.2 Supervisor developed or						
presented training or						
development to address			3			
individual or team issues						
2.3 Supervisor provided coachir	ng					
or counseling to improve			3			
performance.						
Project Manager:			Date			
•		Signature				
Operations Coordinator:		Signature	Date			
		Signature				
Training Coordinator:		Signature	Date			
1	nagori					
Leadership Development Man	Iagei	Signature	Date			

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A Property of the State of the

Name of Person Evaluated:	Brian Dunaway	Job Position:	Supervisor		
		Date Review Completed:			
Date Review Initiated:		· · · · · · · · · · · · · · · · · · ·			
	PERFORMANCE C	RITERIA 3 – Team Performance			
Rate performance in this Cr	iteria as follows:				
It Uncaticfactory					
2 Marginal – needs improve 3 Meets minimum requirem	ment ante and expectations	·			
fl	e regulardinente and ca	pectations			
4 Meets and slightly exceed 5 Meets and exceeds requir	ements and expectation	ns			
O Micoto di					
SCOPE	·	OBJECTIVES (1) Review performance records of the g	roup of people that the		
The scope of this criteria is to	evaluate the	aumonicar lead	1		
overall performance of the tea	m or	(2) Identify team performance trends bo	th positive and negative.		
subordinates.	•	(-)			
		in that Cumpart Score			
REQUIREMENTS	Note Comple	ation of Criteria and Comments that Support Score (reference the specific issue)	Score		
•		(reference the specific issue)			
3.1 Review feam personnel	hove				
records for positive or a expectations performan	ice.		4		
expectations performan					
3.2 Review team personnel					
records for disciplinary	issues		4		
or trend.					
3.3 Evaluate overall team			1		
performance.			4		
Project Manager:		Signature	Date		
_		သုပ္သူေလး မ			
Operations Coordinator:		Signature	Date		
Training Coordinator:			T - I -		
Itaiuni conangoi.		Signature	Date		
Leadership Development	Manager:		Date		
MANAGE		Signature	- Contra		

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REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

_ , , , r	trian Dunaway	Job Position:	Supervisor
Name of Person Evaluated:	Brian Dunaway		
m t the start Initiated		Date Review Completed:	
Date Review Initiated:			
PERFORMANCE C	RITERIA 4 - Assess	ment Results and Progress on Develop	nent
Rate performance in this Criteria	as follows:		
1 Unsatisfactory			
a Branginal - needs improvement			
I continued to the state of the state o	nd expectations		
there is a substantial overage real	ilrements and expe	tations	
5 Meets and exceeds requirement	s and expectations		
		-OBJECTIVES	
SCOPE		(1) Review assessment results	V.
The scope of this criteria is to evalua	te the		
results of various assessment tools	izen m	(2) Review progress on individual develop	ment plans
identify leadership and supervisory			
knowledge and skills.			
	Note Completion	of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
4.1 Review results of Management			
Development Questionnaire -			4
look for scores consistently 4			4
. and below -		V.	
4.2 Review results of DDI	-		
4.2 Review results of DDI Interview – look for			
consistently low ratings			4
consistently tow race-9-			
4.3 Review progress on Individua	1		
Development Plan - how			4
much has been done			4
depending on when issued			
. •			
Funda A Adaparer			Date
Project Manager:		Signature	Date
Operations Coordinator:			Date
Speradollo Gastallia		Signature	Daig
Training Coordinator:			Date
		Signature	
Leadership Development Mana	ıger:	Cinatura	Date
· · · · · · · · · · · · · · · · · ·		Signature	

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25.22.4		Job Position:	Supervisor
Name of Person Evaluated:	Brian Dunaway		Oupervisor
Date Review Initiated:		Date Review Completed:	
	PERFORM	ANCE CRITERIA 5 —Training	
Rate performance in this Criter			
1 Unsatisfactory 2 Marginal – needs improveme 3 Meets minimum requirement 4 Meets and slightly exceeds r 5 Meets and exceeds requirem	ent s and expectation equirements and	expectations	
		OBJECTIVES .	
SCOPE The scope of this criteria is to even satisfactory completion of trainin qualifications.	aluate the g and	(1) Review training records for satisfactory of training. (2) Review training records for de-certificatoring.	
		pletion of Criteria and Comments that Support Score	Cons
REQUIREMENTS	Note Com	(reference the specific issue)	Score
5.1 Review training records for completion of training – is consistently at a high level consistently at near minimapassing.	or	potential and a pro-	4
5.2 Review training records for satisfactory completion of following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification	tine -		4
requirements 5.3 Review records for decertification and/or remed training – note problem skareas and any consistent trend of failure.	ial ills		4
Project Manager:		Signature	Date
Operations Coordinator:			Date
Training Coordinator:		Signature	
	anager:	Signature	Date
Leadership Development Ma	Titra A.c.	Signature	Date

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Name of Person Evaluated:	Nelson Martin	Job Position:	Supervisor
Date Review Initiated:			
		I A Division of	
PE	RFORMANCE CRITI	ERIA 1 - Performance Evaluation Process	
Rate performance in this Cr	iteria as follows:		
1 Unsatisfactory			
2 Marginal – needs improve	ment		
3 Meets minimum requirem	ents and expectation	NIS Jovanniations	Į.
4 Meets and slightly exceed 5 Meets and exceeds requir	is requirements and expect	ations	
5 Meets and exceeds requir	Cilicitis and oxfres		
Section 1 and burlings		OBJECTIVES .	
SCOPE The scope of this criteria is to	ovaluate	(1) Review the individual supervisor's perfe	rmance evaluation.
Performance Reviews.		(2) Review the quality of the performance r provides for the personnel they supervise.	eviews the supervisor
REQUIREMENTS	Note Cor	mpletion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high le adequate level, and low performance. Note issu low level performance i particular.	level es of		4 -
1.2 Review supervisor feed subordinates – positive negative, objective, bal etc.	,		4
1.3 Review supervisor ration subordinates — rating balanced, not skewed, provides specific feeding.	of team		4
1.4 Review performance observations – look at positive and negative performance	both		4
Project Manager:		Signature	Date
Operations Coordinator:		Signature	Date
Training Coordinator:	·	Signature	Date
Leadership Developmen	t Manager:	Signature	Date page 1 of 5

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EMPLOYER'S EXHIBIT 40

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Leadership Effectiveness List PTN

SORT: Descending Order

Jan/Feb 2010

#	Name	Job Position	Rank
1	Jimmy Aviles	Supervisor	
2	Luidgy Jean-Baptiste	Supervisor	426
3	Kevin Reves	Captain	4.1 Green = Top performance
4	Nelson Martin	Supervisor	4.1 Red = Evaluate in more detail
5	Gonzo Pedroso	Supervisor	9 4 1
6	Ramesh Bhagarattee	Supervisor	44.000
7	Richard Arias	Supervisor	2,40
8	Lester Aguirre	Supervisor	4.0
9	Fred Dube	Supervisor	64.0
10	Alberto Perez	Supervisor	4.0
11	Lee Evans	Supervisor	4.0
12	Charles Feldman	Captain	3,9
13	Robert Boger	Supervisor	3.9
14	Josh Zechman	Supervisor	3.9
15	Raymel Perez	Captain	3.9
16	Steven Bonnell	Supervisor	3,9
17	Jose Izquierdo	Supervisor	3.8
18	Brian Dunaway	Supervisor	3.8
19	Max Tai	Supervisor	3.8
20	Richard Pineda	Supervisor	3.8
21	Jermaine Boleware	Supervisor	3.8
22	Roddy Venning	Supervisor	3.8
23	Greg Pruitt	Supervisor	37
25	Brian Mekdeci	Supervisor	3.6
26	Quintin Ferrer	Captain	3.5
27	Maurice Concha	Supervisor	3.4
28	Jorge Perez	Supervisor	3.4
29	Charlotte Johnson	Captain	3.4
30	Michael Stewart	Supervisor	3.4
31	Wilmer Espinoza	Supervisor	3.2
32	Hamrah Ramkissoon	Supervisor	3.2
33	Stacy Stoquert	Supervisor	3:1
34	Veronica Thurmond	Supervisor	3.1
35	David Parris	Supervisor	
38	Juan Martinez	Supervisor	
36	Cecil Mack	Supervisor	
37	Kimberly Millspaugh	Supervisor	
35	Thomas Frazier	Supervisor	

3.4 3.2 3.8 3.9 4.0 3.8 3.8 3.8			55		2 2				5 1) F	£ 1995	Supervisor	Cecil Mack	36 Lee	
3:4 3:4 3:8 3:8 3:8 3:8 3:8 3:8 3:8		4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4						CONTRACTOR OF STREET	The second second second	全面是一二十二十二十二十二十二十二十二十二十二十二十二十二十二十二十二十二十二十二十		ouper	ret. c	_	
3:4 3:4 3:8 3:8 3:8 3:9 3:8 3:8 3:8 3:8		4			A CONTRACTOR OF THE PERSON OF				1		visor	0	ee Evans	4	T
3:4 3:4 3:8 3:8 3:9 3:8 3:9 3:8 3:9 3:8 3:8			1	The second second			N. C.					Supervisor	Thomas Frazier	35 Tho	
3.4 3.2 3.8 3.8 3.9 3.9 3.8 3.8 3.8 3.8 3.8									4	1	visor	Supervisor	Roddy Venning		
3.4 3.4 3.8 3.8 3.9 3.8 3.9 3.8 3.8				3		. د				1 4	VISOF	Supervisor	Greg Pruitt	_	
3.4 3.4 3.8 3.9 3.8		4 4 4	3	3	3		3					Supervisor	Richard Pineda		
3.4 3.4 3.7 3.8 3.9 3.9 3.9					3	د	2		+		繼	Supervisor	Alberto Perez	_	
3:4 3:4 3:2 3:8 3:9		1.					K	2		La Control	/isor	Supervisor	Juan Martinez	_	ا ر
3:4 3:4 3:2 3:4 3:8		医医验验	3	3	3			3	3 L		繫	Supervisor	Fred Dube	_	,,
3.4 3.4 3.8 3.8				4			, A		1	1	ח	Captain	Raymel Perez	_	,,
3.4 3.4 3.8				4	2	2		٥	2 0	4		Supervisor	Max Tai	_	N
3.4									0		/isor	Supervisor	Michael Stewart	_	N
3.4		3	3 4	3			٠,	3 0	ی د			Supervisor	Hamrah Ramkissoon	_	N
31.4			3 3	3	3 3			100 M	3 6		ISOF	Supervisor	Maurice Concha		N
	Contract of	3	3 3	3	3 4		A	3	3	機	騸	Supervisor	Ramesh Bhagarattee	_	N
		-	4 4	5	4	1	T. T.					Supervisor	ester Aguirre		N
40		4	4 4	4	1				· ·		15 (A.)	Captain	Charlotte Johnson		21
3.4		1	3 3	3) (3)		数据		S		Supervisor	Josh Zechman	20 Josh	N
3.9										٥	100	Supervisor	Jorge Perez		19
3.4				3	3	3		3				Supervisor	Nelson Martin	_	18
		4	4.00	6	l l			,		4	+	Supervisor	Brian Dunaway	7 Briar	اد
3.8		4	4 4	4		3	ی د	3 0		4		Supervisor	Jermaine Boleware	_	6
3.8		4	4 4	1	3	,	の記念	3 4	9		15/85	Supervisor	Jimmy Aviles	_	3
42	纝	4	4 4	4	1	n .	л 1	1		4		Supervisor	Richard Arias	_	4
		1	4 4 4	4	4	4	2			9		Captain	Kevin Reyes	_	3
		4	6 4		4		2	0				Supervisor	Veronica Thurmond	_	12
3:0		3	3	3	3		3			3	SOF	Supervisor	Stacy Stoquert	_	
3			3 3	3	3					4	sor 4	Supervisor	Gonzo Pedroso	_	3
	1	4	B 7 3		4	7			4	4	Sor	Supervisor	Jose Izquierdo	Jose	9
3.8		4	4 3	3	4	3	7	1		4	sor 4	Supervisor	Robert Boger	Robe	8
3.9		4	4 3		4	3		3		100	u	Captain	Quintin Ferrer	Quint	7
3.5		K K	3 4		3	3 H				u	150	Supervisor	David Parris	Davic	တ
	3	3 3				٠ د	2000年		巍	3 4		Supervisor	Brian Mekdeci	Brian	(7)
3.6		CHARLE.	4	3	3	3			3 4		総	Supervisor	Luidgy Jean-Baptiste	Luidg	4
	+	1327 6.	4 5	4	4							Supervisor	Wilmer Espinoza	Wilm	ယ
3.2 Red = Evaluate III III o detail	4	4 4	3 3	3	ယ	3	100					Supervisor	Steven Bonnell	Steve	N
	4	6	4 3	4 4	4	4			د د د	4	4	Captain	les Feldman	Charles	_
3.9	3.	· 安全	1000 1000 1000 1000 1000 1000 1000 100	88. 88.		1.0	3		1.3 1.4	1.2		Position	ψ.	Name	#
mary	2 5.3 Summary	51	4.2 4.3	3.3 4.1	3.2	2)	⊣®	3	1	2					
		Criteria 5	V vivoti												

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EMPLOYER'S EXHIBIT 41

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Name of Person Evaluated:

Kimberly Millsapugh

Job Position:

Supervisor (Lt.)

Date Review Initiated:

2/8/2010

Date Review Comple

2/8/2010

Leadership Effectiveness Review

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Leadership Effectiveness.

OBJECTIVES

- (1) Review the individual supervisor's 360 direct report feedback.
- (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectivess
- (3) Direct Observation

	REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1	Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader.	Often critical of management, Kimberly does not see herself as part of the leadership team. She will complain about issues but lacks the desire to implement solutions and new ideas. Is not innovative; uses old solutions for new problems and avoids risk needed to implement and sustain change. Kimberly doesn't lead change to become a more effective leader and appears more comfortable with the status quo; she cannot change tactics midstream when something is not working. Kimberly doesn't know how to influence upper managers and can easily lose composure (defensive tactics and an overly-aggressive voice tone.) On the flip side, Kim also uses silence to avoid conflict. Kimberly sometimes lacks attention to detail and fails to gather more information (ie: breach in NEB turnstyle (09/09). She often fails to broaden her perspective to see problems through a different lens.	1
2	Communication People feel good about working with this person. Demonstrates active and attentive listening. Has patience to hear people out.	Kimberly consistently demonstrates a lack of approachability and is too raw and direct in her approach. She comes across aggressive and impatient; especially when she is wrong. Lacks tolerance with people and processes. Is more comfortable with task skills (computer) rather than people skills. Avoids opportunities to take an active leadership role with the latest example ocurring on 02/09/2010. Kim did not think it was necessary to have supervisory oversight. Fails to use diplomacy and tact to build appropriate rapport up, down, and sideways. Cannot diffuse high-tension situations with comfort and ease. Does not analyze problems carefully especially with first-time or unusual problems. Looks for the simplest explanation too soon and accepts a marginal solution. This strongly impacts her ability to lead us into the next leadership level.	1

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3	Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers.	Kimberly doesn't set clear goals with her direct reports subordinates and "can't figure out" how to get more time to speak to them due to being in CAS most days. Therefore, she doesn't take the time to manage her team well. This has been a frequent improvement area over the years and observed by several Captains (Feldman/2010/2007, Perez/2008/2007, and Jolliffe/2007). As Kim does not see herself as part of the management team, she is overly critical when communicating management decisions - mostly emphasizing the negative side of situations. This hurts the team in being able to understand and accept change. Rather than leading change, Kimberly herself often needs to be led. Kimberly has the capability to persevere but doesn't use different strategies for the third or fourth try - becoming impatient and judgmental.	1
	4.88		
Proj	ect Manager:	Signature	Date
Ope	rations Coordinator:		
		Signature	Date
Trai	ning Coordinator:		Date
		Signature	Date
Lea	dership Development Man	ager: Signature	Date

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Name of Person Evaluated:	Lt. Juan Martinez	Job Position: Supervisor	
Date Review Initiated:	04/08/2010	Date Review Completed:	04/08/2010
		ship Effectiveness Criteria	
Rate performance in this criteri	a as follows:		
1 Unsatisfactory			
2 Marginal - needs improvemen			
3 Meets minimum requirements	and expectations		
4 Meets and slightly exceeds re	equirements and expect	ations	
5 Meets and exceeds requireme	ents and expectations		
SCOPE		OBJECTIVES	
The scope of these criteria is to Effectiveness.		 (1) Review the Individual supervisor's 360 dir (2) Review tools (MDQ/360 Feedback) for area leadership effectiveness (3) Direct Observation 	as that impact
	Note Co	mpletion of Criteria and Comments that Support Score	Score
REQUIREMENTS		(reference the specific issue)	
1 Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader?	started in 10/27/09 and In summary, Lt. Martin fails to produce desire previous performance submit paperwork on toversleeping, leaving and (2) suspensions. A expect from supervision		sired results. s, etc) and returned to complete and story includes ls (1) written, ole model we
2 Trouble With Results Cannot be counted on to achieve results. Something always gets in the way; personal disorganization, failure to set priorities, underestimating time frames; doesn't go all out to complete tasks on time.	and Captain Perez: <u>Key Skill Deficiencies</u> effectively <u>Performance Problem</u> inconsistent results <u>Poor Administrator</u> — land underdelivers; mi	In blocks 2 & 3) were observed and reported by both Captary and reported by both Captary and a leaves one or more key job-required talents or skills needs and objectives; productions are low detail-orientation; lets things fall through cracks; obsess key details; has to scramble to pull things together later the scramble of the pull things together the scramble to pull things together the scramble to pull things together the scramble to pull things together the scramble to pull things together the scramble to pull things together the scramble to pull things together the scramble to pull things together the scramble to pull things together the scramble to pull things together the scramble together the scramble the scramble together the scramble together the scramble together the scramble together the scramble together the scramble the scramble together the scramble together the scramble together the scramble together the scramble the scrambl	led to perform ces 1 vercommits st minute.
3 Trouble With People Seems immune to negative feedback – comes across as arrogant and defensive. Says he knows what to do and how to do it but, doesn't do it.	one thing and means Defensiveness — Den something else is to b Martinez was matche states that Juan seldo Blocked Personal Les tactics; doesn't seek i others to look inside (ils to follow through on promises; leaves others waiting for or does the other; is inconsistent and unpredictable at time ies mistakes and faults; rationalizes away failures as some plame. Doesn't benefit much from formal and/or informal fed with a "Peer Coach" to assist him during his PIP. The Perform contacted him for advice. Arner — Juan says what he thinks others want to hear; uses input; and lacks insight about himself unless specifically differ PIP). Juan sees himself as overly wise or close to perform the property of the propert	ess. eone or eedback. Lt. eer Coach 1 s few learning rected by
Project Manager:		Det	
		Signature Date	
Operations Coordinato	r:	Signature Date	•
Training Coordinator:		Signature Date	
Leadership Developme	ent Manager:		
		Signature Date	

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	of Person	Sam Thomps	on Job Position:	Training Instructor / Supe (Lt.)	rvisor
Evalu	atea:	San montps			
Date	Review Initiated:	5/12/2010	Date Review Completed:	5/12/2010	
		Leaders	hip Effectiveness Review		
Rate	performance as fol	lows:			
2 Mai 3 Me 4 Me	ets and slightly exc	ovement ements and expectati eeds requirements an quirements and expec	d expectations		
2 Mie	BIS AILU EXCEEUS IC	difference and experience			
SCOR The s Lead	PE cope of this criterion ership Effectiveness.	is to evaluate	OBJECTIVES (A) Review tools (MDQ, 360 Feedbacthat impact leadership effectiveness (B) Review the individual superviso (C) Direct observation		r areas
	A COLUBERATION	Note Compl	etion of Criteria and Comments that	Support Score	Score
	REQUIREMENTS		(reference the specific issue)	11 15 time to block in	
1	Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader.	all areas. The problem is example, under the cate "gets the correct detail." document of a four-day in not done at all. This failu and erodes trust - a key managers to complete a complete the request. In addition, upon comple Sam was given feedbactraining, Sam had annot completed his internship Sam often fails to see he to management). Often strategic thinking. This a classroom observation, module were lacking, all	imself as a leader or include himself as shortsighted, Sam demonstrates a pro- attitude was present when Sam receive He failed to start the class on time, ma nd Sam received low marks in overall c	n "taking pride in work" and ality communication cks quality, is incomplete, or speople waiting for delivery when asked by two at's not my job" and failed to g Course for Instructors, ally gone." During the ere" as soon as he part of the "they" (referring blem with political savvy and d an "UnSat" from a QA terials to complete the lassroom management.	. 1
2	Peer Relationships I Team Work Not seen as a team player; doesn't have the greater good in mind	comes from peers as w Feedback from the afor When presented with the other supervisors in the accepting ownership is During several drills, Sa instruction. On several a correct manner. Contactly client gave Sam feedback feedback after the first performance. Instead, When given the feedback This arrogance is also	e" the team and "not engaged" in active ell as Senior RSS Management. ementioned QA report includes a lack of the feedback, Sam made excuses and a room for their lack of engagement. Blackman with Sam. em's job as Lead Adversary Controller is occasions, Sam himself had to be coachected to lack of engagement is Sam's reack during a Saturday drill. It is Sam's reand second exercise to give participant Sam waited until all exercises were contack, Sam was defensive and not open to seen at his peer level as Sam often ign always has an excuse" for not helping	of classroom leadership. Ittempted to assign blame to aming others and not readily s to provide coaching and ched to perform his duties in defensiveness. Recently, the esponsibility to provide is a chance to improve applete to provide feedback. It is a chance to improve applete to provide feedback. It is a chance to improve applete to provide feedback. It is a chance to improve applete to provide feedback. It is a chance to improve applete to provide feedback. It is a chance to improve applete to provide feedback.	1

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Customer Focus Is dedicated to meeting the expectations and requirements of internal and external customers.

3

Training Instructors influence every class participant. Their sphere of influence includes meeting and / or exceeding customer and client expectations. Consistently, the client voices dissatisfaction with Sam's lack of professionalism. On Monday (05/10/10) the Training Team was given feedback by the Project Manager concerning their behavior throughout the previously mentioned Advanced Rifle Course. At the end of the feedback session, the team was asked to think about the new direction and decide if they wanted to still be a Training Instructor. Each instructor was asked to provide their Supervisor (Training Coordinator Blair Emerson) the decision by the next morning (Tuesday). Everyone, except Sam, provided their answer. When queried, Sam thought he could wait until Wednesday; even though clear directions stated Tuesday.

This lack of judgment and failure to follow simple direction is evident in another example: During an important team briefing given by his supervisor, Sam just walked out - later to explain that he had already heard the information. His Supervisor was embarrassed but, not surprised and labels Sam's behavior as "defiance to authority" as Sam rarely asks for instruction or direction from his Supervisor. Instead, Sam appears withdrawn from team activities and "hides in his office." His work output is "far less than his peers" as he fails to produce consistent results.

1

In April, 2010, an officer needed medical help after completing a range activity. Sam's involvement in the process was less than adequate in that he did not take any ownership in the process.

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development
Manager:

Signature

Date

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ame of Person Evaluated:	David Parris	Job Position:	Supervisor (Lt.)	
ate Review Initiated:	5/19/2010	Date Review Completed:	5/19/2010	
	Leaders	hip Effectiveness Review		
ate performance as follow				
Unsatisfactory				
Marginal - needs improve	ement			
Meets minimum requirem	ents and expectations	S synaptations		
Meets and slightly exceed	ds requirements and expectat	ione		
Meets and exceeds requi	rements and expectat			_
COPE he scope of this criterion is t	to evaluate Leadership	(A) Review tools (MDQ, 360 Feedback that impact leadership effectiveness		for areas
ffectiveness.		(B) Review the individual supervisor	s overall performance.	
		(C) Direct observation		
WE WITH OND THE	Note Complet	ion of Criteria and Comments that Sup	port Score	Rating
REQUIREMENTS		(reference the specific issue)	1	
SUMMARY:	David drive for results or his direct reports, he hims example - too much time	hip, Lt. Parris "does enough to get by." By model leadership behaviors. Although he self needs directions and monitoring to fol on his cell phone with personal calls during	low rules (For ng work hours).	
Describe supervisor effectiveness Overall, what behaviors, characteristics / competencies	and after several verbal a memo." Low performance David performance as he	tendance issues which do not model leadend written reprimands was issued an "un estandards and lack of attention to detail failed to perform required table top drills	have also followed in January 2010.	1
describe this leader?	results. He is not bottom- improvement. This lack of	opment perspective, David is very "low-ke line oriented and doesn't challenge self of of communication can lead team members at their supervisor ignores their concerns. received a written reprimary and half day	s to believe that they	
Performance Problems Does not consistently hit targets and	to perform a critical job fi card with a badge (to red	received a written replinant and han ob- unction. He failed to verify a gun card and eive the duty weapon). The affected sect padge as per procedure. This error in tech is marginal judgment and poor decision m	urity officer failed to	1
objectives; doesn't produce results across a variety of situations.	supervisor. In October, 2 sheets – an issue more	erformance problems helps illustrate beh 2009, Lt. Parris received coaching for not likely to be found in a class of newly recru onal or leader.	uited security officers –	
Key Skill 3 Deficiencies Lacks one or more job-required talents or skills needed to perform effectively.	needs prompting to com table top drill, he often r Observations provide of afford officers a chance matters – such as safet	nted on to meet or exceed goals on a cor iplete leadership tasks. Not only did he fa leeds reminders to complete required obstitical and correctional performance feedb to communicate with their supervisor about, human performance, etc. Leaders are estance to change, and be bold enough to lers of expected job duties.	hervations on time. ack to officers and but other important expected to set	1
	Without denotation volume			
Project Manager:		Signature	Date	
Operations Coordinator:		Signature	Date	
Training Coordinator:		Signature	Date	
Leadership Development N	Manager:		Date	
i .		Signature		

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Name of Person E	valuated:		Job Positio	on: Access Control Technician	0/20/201	
Date Review Initiate	d:	2/20/2010	I to program at	Date Review Completed:	2/22/2010	J -
			ership Effective	eness Unteria		
Rate performance in	n this criteri	a as follows:				
1 Unsatisfactory						
2 Marginal - needs						
3 Meets minimum re	equirements	s and expectations	1.42			
4 Meets and slightly				•		
5 Meets and exceed	ls requireme	ents and expectation	ns .			
SCOPE The scope of these performance.	criteria is to	o evaluate	(1) R (2) R leade	<u>:CTIVES</u> eview the individual supervisor's 360 di eview tools (MDQ/360 Feedback) for are rship effectiveness	rect report feed as that impact	back.
				rect Observation		
REQUIREMENTS		·	(reference t	and Comments that Support Score he specific issue)		Score
1 Review effectiveness Overall, what behaviors, characteristics and competencies describe this employee's performance? 2 Customer Service	for every de the Plant a client feedt 1. Makes e using comp 2. Conduct 3. Incompliance 4. Kathy st when this concerns the discussion details when the performing badging program a performing badging program a discussion discussion details when the performing badging program a performing badging program a discussion discussion details when the performing badging program a performing badging program a discussion details when the performing badging program a discussion details when the performing badging program a discussion details when the performing badging program a discussion details when the performing badging program a discussion details when the performing badging program and the performing program and the performing badging program and the performing program and the performing program and the performing program and the performing program a	ept., inspect and verify nd other supporting actorises. Kathy: excessive phone calls. excessive phone calls. Excessive phone calls. Excessive phone calls. Excessive phone calls. Excessive phone calls. Excessive phone calls. The set is a set of the rules are coccurred. This raises the excessive phone calls of the rules are coccurred. This raises the excessive performance of the rules are considered. Since excessive performance of the requirements to get the requirements to get the rules. The rules are given the rules. The rules are given the rules are the rules are questioned. Since extend the requirements to get the rules. The rules are given the rules are the rules	oloyees, make backy backgrounds chectivities. The problem Kathy confirms the calls are also lone business online with the issue of Kathy 10) that "about a more," "we have no proate source for rescounce (July/Oct, 200 them, Kathy has not their people in. Cunusual for a person box stack while Kathy is ignored. Kathy of	lges, implement the monthly 31-day reviewed the constraints of clearance, fingerprint, clear visitors are is how she completes her tasks. According to the phones her children "every day" on a distance. While customers wait. If the boxes as complete) shows lack of attack of attention to detail could lead to regulate but, could not provide any specific dates, is inability to communicate and resolve is south ago" she started "black book" of wrong tection." RSS management advised her to edition (ECP, HR, etc.). NOTE: During previous traised any specific concerns but, could be raised any specific concerns to RSS managers and assist client reports "Kathy is rude" and short-term on to sit and wait in the lobby for no reasonathy and another worker; have non-work-redoes not demonstrate desired customer seconds.	ention to detail. company time ention to detail. cory non- times, or details ues. ues. ues done against bring these vious not provide nagement. tants with ACX upered in ues. Italiant ues in the intervious in the intervious in the intervious in the intervious in the intervious in the intervious in the intervious in the intervious in the intervious in the intervious in the intervious in the intervious intervious in the intervious intervio	1
3 Contributes to High Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers.	without tel fellow wor example of stated that Kathy coutheir action Manager.	Iling anyone where she kers who wait for her occurred on 02/22/10. It she (Kathy) would refuld not be reached. Durins, Kathy also did not This lack of concern the concern to the concern	e is going and is vereturn and suppor Kathy left at 10:00 eturn "later." At 4:3 uring work hours, Foreport her medicator the client and Fores (See memo 1	loyees leave the badging office. However, rague about her return date/time. This is diets the client's claim of "insubordination." The am for an 11:00 am medical appointment 0 pm, the client phoned Kathy on her cell pRSS employees are accountable to their mal appointment to her immediate supervisor RSS management repeats a previous patter 0/14/2009). At that time, Kathy received stange her behavior.	re latest The client hone – but, anagement for the Project of rudeness	1
Project Mai	nager:					
			Signature	Date		
Operations	Coordinate	or:				
Эрогиинопо			Signature	Date		
Training Co	pordinator:					_
, idining o			Signature	Date		1
	. D					
Leadership	Developm	ent Manager:	Signature	Date	***************************************	\neg
1			Signature	Date		



Rate performance in this criteria as follows: I Uneastifactory Care			me of Person Evaluat
Tuestifisation Maginal – needs improvement Meets and exceeds requirements and expectations Meets and exceeds requirements and expectations Meets and exceeds requirements and expectations SCOPE The scope of these criteria is to evaluate Leadership Effectiveness. REQUIREMENTS REQUIREMENTS Note Completion of Criteria and Comments that Support Score (reference the specific issue) Was demoted due to performance problems – Does not consistently hit targets and objectives. Doesn't produce results across a variety of situations Betrayl of trust – Falls to follow through on promises; leaves people waiting for delivery; says one thing and means or does another; is inconsistent and unpredictable at times; moves on to another task without completing the prior task. Is not certific. Examples: 1. Repeated requests by client for 5-yes plan (Finally completed by LDM) 2. Per Training Coordinator/LDM at Polla Beach - Roy gives "shallow" responses when asked for written training topics, overlooks important details; doesn't seem to care. Limited to no follow-up with assignment, lacks depth 4. PM and LDD Notes or certification; When questioned on the dates, can't get direct answors. Makes excuses for not getting results. Doesn't training topics, overlooks important details; doesn't seem to care. Limited to no follow-up with assignment learned to things done; or chrost-states multiple activities at once to accomplish goals, arranges information; (charts, graphs, etc.) Rey often falls to consider the business side of furning, Lack of planning and attention to detail has cost company extended learner seem to care. Limited to no follow-up with training bean meetings of eleverables to ensure or-time delivery; finited participation in training topics, overlooks important details; doesn't seem to care. Limited to no follow-up with assignment learner to care the proper planning devices to track deliverables and due to accomplete the business side of furning, Lack of planning and attention to detail has cost company extended	110	2/22/2010	
1 Unsatisfactory 2 Marginal – needs improvements and expectations 3 Meets minimum requirements and expectations 5 Meets and slightly exceeds requirements and expectations 5 Meets and exceeds requirements and expectations 5 Meets and exceeds requirements and expectations 5 Meets and exceeds requirements and expectations 5 Meets and exceeds requirements and expectations 5 Meets and exceeds requirements and expectations 6 Meets and exceeds requirements and expectations 7 Meets and exceeds requirements and expectations 8 Meets and exceeds requirements and expectations 8 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and exceeds requirements and expectations 9 Meets and expectations			
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Regulkements Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader? Betrayal of trust – Falls to follow through on promises; leaves people waiting for delivery; says one thing and means or does another; is inconsistent and unpredictable at times; moves on to another task without completing the prior task. Is not credible. Examples: Repeated requests by client for 3-year plan (Finally completed by LDM) Per Training Coordinator/LDM at Point Beach – Roy gives "shallow" responses when asked training topics; overlooks important details; doesn't seem to care. Limited to no follow-up with assignment; lacks depth A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results. Doesn't use frequent requests) LDM initiates activities at once to accomplish goals, arranges information (charts, graphs, etc.) in a useful manner so take entire action. Por regularly scheduled team meetings (even though Trainers made frequent requests) LDM initiates and hea	edback. t	ect report feedb s that impact	e scope of these criteria
1 Review supervisor effectiveness Overall, what behaviors, Overall, what behaviors, characteristics and competencies describe this leader? Betrayal of trust — Falls to follow through on promises; leaves people waiting for delivery; says one thing and means or does another, is inconsistent and unpredictable at times; moves on to another task without completing the prior task. Is not credible, Examples: Repeated for written training schedule (not done) 2. PM – asked for written training schedule (not done) 3. Per Training Coordinator/LDM at Point Beach – Roy gives "shallow" responses when asked training topics; overlooks important details; dosen't seem to care. Limited to no follow-up with assignment; lacks depith 4. PM and LDM both micro-manage deliverables to ensure on-time delivery; limited participation in training team meetings (meetings still on hold due to FOF & 5-week training rotation). When questioned on due dates, can't get direct answers. Makes excuses for not getting results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results Roy often fails to consider the business side of training. Lack of planning and attention to detail has cost company extra dollars. Example: Missed deadline cost customer overtime (new hire training June, 2009). Client and Project Manager were informed during open forums (alignment meetings) after Roy failed to take earlier action. No regularly scheduled team meetings (even though Trainers made frequent requests) LDM initiates and effective and timely decisions. Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external e	Score		REQUIREMENTS
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time delays and inefficiency. Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers time delays and inefficiency. Recently, Roy took Safeguards material home with him and was suspended for several days. This is an example of "political missteps" as Roy doesn't set a good example for his team. Roy often states, "That's not how we do things around here" and lacks application of innovation and new ideas per customer requirements. He doesn't seek input; lacks curiosity about new things, and does not use feedback to improve personal learning. Is closed to learning new training technique an mistakes and faults, rationalizes away failures.	3	re training meetings) LDM initiates whedule, are often	Can marshal resources to get things done; orchestrates multiple activities at once to accomplish goals, arranges information (charts, graphs, etc.) in a useful manner so that management can make effective and
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A fine range instructor, Roy relies on this single strength for performance and career progression; acts as if he can make it all the way on this strength. Doesn't see the big picture/ think strategically. Is a poor administrator — has low detail-orientation; lets things fall through the cracks and forgets undocumented commitments; scrambles to pull things together at last minute and moves on withou	nd 1	novation and w things, and technique and denies rogression; strategically.	for Team Performance Is dedicated to meeting the expectations and requirements of internal and external

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Project Manager:		
	Signature	Date
Operations Coordinato	r:	
	Signature	Date
Training Coordinator:		
	Signature	Date
	S	
Leadership Developme	ent Manager:	
	Signature	Date
L		

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EMPLOYER'S EXHIBIT 44

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Turkey Point Security Force Incentive Program

The revised Performance Award Program and criteria outlined in this memo will be implemented effective April 1, 2007. On a quarterly basis, the performance indicators described herein will be reviewed, evaluated, and recorded for the purpose of rating the individual site teams. The quarters shall be broken down as follows:

1st Quarter: December, January, February

2nd Quarter: March, April, May 3rd Quarter: June, July, August

4th Quarter: September, October, November

For the purpose of this program, Team Assignments shall be as follows:

101 212 []	Response Team Members & Team Supervisory Positions
Team A	Response Team Members & Team Supervisory Positions Response Team Members & Team Supervisory Positions
Team B	Response Team Members & Team Supervisory Positions Response Team Members & Team Supervisory Positions
Team C	Response Team Members & Team Supervisory Positions Response Team Members & Team Supervisory Positions Response Team Members & Team Supervisory Positions
Team D	Response Team Members & Team Supervisory Positions Response Team Members & Team Supervisory Positions Unassigned Floaters, Power Shift Personnel, Unarmed & Part-Time Officers**
Team E	Unassigned Floaters, Fower office

^{**}Only if such positions exist. Not a current practice.

On a quarterly basis, each respective team member (Security Officer) shall be eligible to receive a performance award of \$280.00, for a total possible annual bonus of \$1,120.00 (gross award), the performance award shall be paid out on an annual basis. Supervisors will eligible to receive a performance award of \$350.00, for a total possible annual bonus of \$1,400.00 (gross award). Supervision has an additional performance evaluation category, attendance. The annual award payment shall be distributed during the month of December. WNS team member's quarterly award will be based on their respective team's overall performance. If the team earns 100% of the award, each individual on that team earns 100% of the award. If the team earns 75% of the award, each individual on that team earns 75% of the award.

Team members that change teams, are hired during the quarter, who work on a part-time basis, or are on a prolonged (30+ days) leave of absence will be eligible for a prorated award. Team assignment periods will be rounded to the closest month and quarterly awards calculated accordingly. For example, an individual that begins the quarter on Team A, and transfers to Team C a month later, will receive an award based on 1/3 of Team A's and 2/3 of Team C's award. New team members become eligible to participate in this plan upon completion of initial training and being assigned to a shift. Security Force Members that resign or are terminated prior to the completion of the calendar year will forfeit their entire incentive award for that year.

Site Project Managers and their respective Staff shall be evaluated under a separate Performance Incentive Program.

^{*}Starting the evaluation period in December as opposed to January, allows for a complete review of quarterly award criteria for Quarter 4. If started in January, collection of award criteria and subsequent award fees would not be completed until December 31.

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The following five (4) categories (A through D) shall be evaluated on a quarterly basis for the respective team configurations:

Performance	Evaluation	Categories
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Performance Evaluation			Aand ©
Security Officers Category	Catedory Description	Award %	Award \$
Category A	Security Force Performance/ Regulatory Compliance	30 %	\$84.00 \$84.00
Category B Category C Category D	Safety Requalification Training Human Performance/Policy adherence	30 % 10 % 30 <u>%</u>	\$28.00 \$84.00
	Total Quarter:	100%	\$280.00
	Total Annual Award Possible	100%	\$1,120.00
Supervisors Only Category A Category B Category C Category D	Security Force Performance/ Regulatory Compliance Safety Requalification Training Human Performance/Policy adherence Absenteelsm	20 % 25 % 10 % 25 % 20%	\$70.00 \$87.50 \$35.00 \$87.50 <u>\$70.00</u>
Category E	Total Quarter:	100%	\$350.00
	Total Annual Award Possible	100%	\$1,400.00

Performance Indicators

Performance indicators have been developed for each performance-grading category by determining the cause for non-compliance or deficiency. These performance indicators become the measurement device or quantitative event(s) by which each performance category will be evaluated. In some cases, there are multiple indicators and these have been given weighted importance based upon their overall effect on the performance of a particular category.

Performance Grades

Incentive award fees are established by performance indicator grades earned. Grades are based upon performance and equate to percentages of the total cash incentive that is available for award purposes. Events that violate more than one category shall result in deduction from the most severe category. For example, if a team member is involved in a Safety Event (Category C) that results in a Loggable Event (Category A), the team shall be penalized according to the Category A Evaluation Scale; not both Categories.

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Performance Category Definitions

The following pages are the performance category definitions, performance indicators, performance indicator weighted grading scale, and performance grading criteria for each of the applicable categories.

Category A – Regulatory Compliance

There are Security Plans and Procedures that necessitate compliance by all Security Force Personnel. Extensive training and guidance materials are provided to ensure WNS Employees have the resources necessary to meet our compliance expectations. Effective personal & peer accountability is crucial in reducing violations and meeting our compliance expectations. Noncompliance with Security Plans and Procedures that result in either NRC Reportable or Loggable Events is unacceptable.

Performance Indicators

- NRC Reportable Violations attributed to WNS personnel actions
- NRC Loggable Violations attributed to WNS personnel actions

Performance Grading Criteria

Indicator	<u>Violations</u>	Award %
NRC Reportable	0 Events 1 Event	100 % 0 %

Note: One NRC Reportable event will result in the complete lost of this performance award for quarter

NRC Loggable(s)	0 Events 1 Event	100 % 50 %
	2 Events	0 %

Additionally, the organization shall be assigned an annual goal (16) regarding loggable events. If the organization exceeds that goal within the year, each team will be limited to receiving 50% of their annual Regulatory Compliance total available award in this category.

Category A makes up 30% of a team quarterly incentive award (20% for Supervisors). Total maximum cash award available per team member, per quarter in Category A is \$84.00 (\$70.00 for supervisors). (\$336.00 per year for Security Officers and \$280.00 for Supervisors).

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Category B - Safety

Safety requires each WNS team member's full support and the exercising of good common sense. Accidents and injuries can be reduced, if not eliminated, if safety in the work place is properly managed. In order to support our safety expectations, the following criteria have been established.

Performance Indicators

- Lost Time Accidents; Accidents which involve days away from work or days of restricted work activity, or both. Any lost time events will result in complete lost of Safety performance award for quarter.
- OSHA 300 Recordables; an occupational death, nonfatal occupational illness, or nonfatal occupational injury that involves one or more of the following: Loss of consciousness, restriction of work or motion, transfer to another job, or medical treatment (other than first aid). The OSHA 300 recordables counts 50% for the total
- Minor Injuries; Injury that involved treatment from site medical facility or other medical providers. Minor injuries are tracked by utilization of either FPL form 1880C or WNS applicable forms. This category counts 50% for the total Safety

Exceptions: Employee is not held accountable for Force Majeure events, unsafe pant conditions due to no fault of employee.

Performance Indicator Evaluation Scale

Lost Time Accident:

Complete lost of Safety performance award for quarter

Number of OSHA 300 Recordable Events per quarter, per team are as follows.

100% 0 events 0% 1 event

4 OSHA recordable events in one (1) year shall eliminate the entire safety annual performance bonus for the department.

Minor Injures

100% 0 incident 50% 1 -5 incidents 0% ≥6 incidents

Category B makes up 30% of a team quarterly incentive award (25% for Supervisors). Total maximum cash award available per team member, per quarter in Category B \$42.00 (\$43.75 supervisors) for OSHA recordable events and \$42.00 (\$43.75 supervisors) for minor injuries (\$336.00 per year for Security Officers and \$350.00 for Supervisors).

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Category C - Requalification Training

Successful requalification training conducted in a timely manner is essential in maintaining compliance and providing professional service. In order to encourage successful and timely requalifications, we have established the following performance criteria.

Performance Indicators

- Timeliness of requalification training
- Requalification training failures

A requalification failure is: One failed attempt by an individual at a specific task is allowed without impact. Any subsequent failed A requalification failure is. One relieu attempt by an mulvioual at a specific task is allowed without impact. Any subsequent railed attempt by that individual within the quarter at any task is considered a requalification failure. Requalification training shall include all Appendix B Criteria, as well as site licensee requirements.

Performance Indicator Evaluation Scale

<u>Failures</u>	Award %
0-2 Failure	100 %
3 to 5 Failures	50 %
≥6	0 %

Category C makes up 10% (10% for Supervisors) of the team's quarterly incentive award. Total maximum cash award available per team member, per quarter in Category C is \$28.00 for Security Officers (\$35.00 for supervisors). (\$112.00 per year for Security Officers and \$140.00 for Supervisors).

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Category D- Human Performance

WNS is responsible for implementing and maintaining policies that insure the highest possible level of quality and professionalism. Compliance with these policies is a must. Human Performance is intended to promote consistent safe and event- free behavior and ultimately improve performance within the department. Human Errors significantly reduce our ability to fulfill our mission and maintain a safe, injury free work environment. As a department, we have a zero threshold for errors! Non-compliance and the inability to implement corrective actions to stop these deficiencies shall result in a reduction in award for this category.

Event A department condition resulting from an active or latent human error where all Definitions: barriers have falled, that resulted in consequences. If only luck prevented consequences this will still be declared an event.

Example: inadvertent weapons discharge

Human Error An action or behavior (active or latent) that unintentionally results in an undesirable or unwanted condition, leads a task or system outside of acceptable limits, or whose result was outside of established rules/standards.

Example: improperly securing a Protected Area gate

Latent Organizational Weakness Undetected deficiencies in the management control processes or values creating workplace conditions that either provoke error or degrade the integrity of defenses.

Example: not having assigned or required equipment (flashlights, ammunition, etc)

Near-Miss A department condition resulting from an active or latent human error where all, but one of the barriers have failed, with no consequences.

Example: fire tour not properly completed but caught by the SAS operator and completed by the Officer

Precursor A minor human performance error that would not, in itself, lead to an event due to barriers in place.

Example: Officer completed Vital Area Inspection checks but falled to properly complete the required documentation. This is an indication that attention to detail may be lapsing and peer-checks were not conducted.

A department condition resulting from an active or latent human error where all barriers have failed, that resulted in consequences. If only luck prevented consequences, this will still be declared an event.

A department condition resulting from an Criteria / Examples of Department Near-Misses active or latent human error where all, but one of the barriers have failed, with no consequences. (Peer-check prevents improper operation of equipment.)

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A clock reset will occur for any consequential human error; an error that results in an event as defined above or results in a condition that threatens personnel safety or plant equipment. These events normally result in a level 1, or 2 condition report levels, but could also be a level 3 condition report. Resetting of any individual Security group clock will reset the department clock.

Security management determines when a human error meets the threshold for resetting a clock.

the Human Errors Committed by Non Regular Team Members causes a human error that is attributed to a latent weakness created by the team. For example: Lack of a job briefing or poor communication; the error will be attributed to the crew that the guest was working for.

If the individual causes a human error due to his own human performance behaviors, for example: Improper STAR, or place keeping; the error will be attributed to his regular team.

WNS is responsible for implementing and maintaining policies that insure the highest possible level of quality and professionalism. Compliance with these policies is a must. Non-compliance with our policies shall result in a reduction in award for this category as follows.

Performance Indicators

- Turkey Point Security Force Instructions
- FPL or WNS Policy/Procedure Non-Compliance
- Preventable Human Errors
- Procedural Error (not defined as a reportable or loggable event)

Performance Indicator Evaluation Scale

# of Errors	Award %
0-1 Errors	100 %
2-3 Errors	50 %
4 Errors	25 %
5+	0 %

Category D makes up 30% (25% supervisors) of the team's quarterly incentive award. Total maximum cash award available per team member, per quarter in Category D is \$84.00 (\$87.50 supervisors). (\$336.00 per year for Security Officers and \$350.00 for Supervisors)

Note: Any damage to plant equipment caused by WNS employees resulting in a financial impact to The Company may result in a reduction for this category.

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Category E - Absenteeism - Supervisors only

Each teams quarterly performance award shall be based on maintaining overtime to a minimum. "Call-Offs" and unauthorized "Tardy/Early Departures" create an unnecessary burden and expense.

Performance Indicators

- Call Offs personnel reporting off scheduled duty or training; unscheduled.
- Tardy/Early departures personnel not being relieved on time at the end of their shift, personnel not reporting for work on time, or personnel leaving prior to the end of their shift (unauthorized).

Performance Indicator Evaluation Scale

Call Offs (75% of total award)

3.0-4.9 5.0-7.9 8.0-10.9	hours/person average hours/person average hours/person average hours/person average	100% 75% 50% 25% 0%
11.0+	hours/person average	0.70

Total hours missed, divided by the average authorized on-shift team manning number, equals hours per person. An example: 60 hours missed + 15 team members = 4 hours/person average.

Tardy/Early Departures (25% of total award)

00-03	Incidents	100%
04-05	Incidents	75%
06-07	Incidents	50%
08-09	Incidents	25%
10+	Middeline	. 0%

Category E makes up 20% (75 % from call offs & 25% from late relief's/early departures) of the teams quarterly incentive award. Total maximum cash award available per team member, per quarter in Category E is \$70.00 (\$280.00 per year).

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EMPLOYER'S EXHIBIT 46

The First 48 (02/10/10)

١		
See ECP Actions #24-26	Lt/FPL	20 Ety A/O Alpha 11
See ECP Actions #24-26	LLUFPL	34 Eix A/C Alpha 10
See ECP Actions #24-26	Lt/FPL	30 Fix A/C Alpha 8
See ECP Action #2	BB/FPL	29 Replace current vest with a more breathable one
	リスイトレ	28 FPL Safety visit us on post
_1	KB/FPL	27 Intimidation due to computer location
See ECP Action #30	KB/FPL	_
See	KB/FPL	25 Train S/Os in CR process
See ECP	KB/FPL	24 Place kiosk in response center
	KB/FPL	23 List of CRs and their status
See ECP Action #30	KB/FPL	22 Make it easier to write a CR
Will be included in S/O training for 2010	<u>a</u>	21 SOs learn how to both identify and solve problems
	KB/Mgt	
Reviewing options	KB	
SCWE is one of the forums available to implement change	ΚB	18 Explain why "all of a sudden" care about things getting done
Suggestion box in briefing room	KB	17 Place suggestion box in public area
Issue resolved	Lts/JR	
Will be included in S/O training for 2010. Delta Team complete	Lts/KB	15 SOs need to better understand coaching/progressive discipline policy
Discuss in leadership development training. State expectation.	Lts	14 Never say. "I will make you pay." "I will retaliate and make it justified."
Lts. will have input into niring process	Lts/KB	13 Change the way SOs are recruited
	Lts	12 Follow-up on all safety concerns and give status
. 1 **	Lts	11 Supervisors resolve issues so they don't have to go to upper mgt.
S/Os make request known. Supervisors respond	Lts	10 Use two people for jobs involving lifting/ searching heavy loads
S/Os ask Lt./Capt to provide insect repellent.	Lts	
Discuss in leadership development training. State expectation.	SSSs	8 Stop saying, "That's the way it is, don't question – just do it!"
See ECP Action #32	SSSs	7 Don't require us to manually "lift gate 703." This is a safety issue.
Discuss in leadership development training. State expectation.	SSSs	6 SSSs keep listening to SO concerns
Discuss in leadership development training. State expeciation.	SSSs	5 Involve SOs in decision-making process
Discuss in leadership development training, state expectation.	SSSs	4 Captains not embarrass us in briefings
Discuss in leadership development training. State expectation.	SSSs	
Discuss in leadership development training. State expectation.	SSSs	
Assist S/Os to use 5 Ws and an H. Include in S/O 2010 training	All	1 S/Os offer specific improvement ideas
Action	Owner	l would agree if:
Oregin – Activit complete		Yellow = Action (Ongoing or In Process)

CR Exh. 3.7 46

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The First 48 (02/10/10)

331 Fix A/C Delta Shack	Lt/FPL	See ECP Actions #24-26
34 Fnsure "Porta-lets" are clean	FPL	See ECP Action #6
35 Don't brush us off as if we were a nuisance	FPL	FPL leadership advised
36 Once and for all, replace the North End port-o-let with a quality facility	KB/FPL	See ECP Action #6
37 Continue to offer immediate and positive response to safety concerns	FPL	FPL leadership advised
38 Enforce written policies for greater accountability	Mgt.	RSS PTN leadership advised
39 Management share findings	Mgt.	See ECP action list, and Drill-down survey actions:"The First 48'
40 Take action in a timely manner	Mgt.	See ECP action list, and Drill-down survey actions: "The First 48"
41 Explain the "why" when making changes. Some decisions make no sense. All	All	Discuss in leadership development training. State expectation.
Leave ego at door.		
42 Continue to listen and include officer feedback when possible.	Mgt.	Discuss in leadership development training. State expectation.
43 Resolve smaller issues immediately without letting them pile up	Mgt.	Discuss in leadership development training. State expeciation.
44 Share field officer experience (rotations, patrols, post visits)	Mgt.	Discuss in leadership development training. Do more post visits
45 Act on all safety concerns. Show concrete results	Mgt.	See ECP action list, and Drill-down survey actions: The First 48
46 Stop being more concerned about OSHA recordables than people	Mgt.	Discuss in leadership development training. State expectation.
47 Get S/O field experience	Mgt.	Discuss in leadership development training. State expectation.
48 Make concerns & ac.lons visible	AB AB	Post ECP actions/ SCWE "The First 48"

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GENERAL COUNSEL'S EXHIBIT 7



Name of Person Evaluated:	Thomas Frazier	Job Position:	Supervisor (Lt.)	
Date Review Initiated:	2/8/2010	Date Review Comp	2/8/2010	
	1 eadership Effe	ctiveness Review		
Rate performance as follows:				
1 Unsatisfactory			•	
2 Marginal – needs improvem	ent	•		
3 Meets minimum requiremen	ts and expectations			
4 Meets and slightly exceeds 5 Meets and exceeds requiren	requirements and expec	tations		
5 Meets and exceeds requirem	Hems and exposure			
SCOPE	0	BJECTIVES	· oco diat mano	
The scope of this criteria is to ev		Review the individual sup	ervisor's 360 direct rept	лс
Leadership Effectiveness.	9 <i>6</i>	edback.	r IIC Shoti	mnast
Leadors. F	(2	2) Review tools (MDQ/360 Fe	eedback) for areas that i	mpact
		eadership effectivess		
	· ·	3) Direct observation		
	Note Completion of	of Criteria and Comments the	at Support Score	Score
REQUIREMENTS	1 fr	eference the specific ISSUE)		
1 Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader.	According to the MDQ Re demonstrates unwillingner lacks an innovative attitude team briefings. Instead of often fuels the flames with Although Tom often approper to the sides of an issue. The unneeded frustration. Ofte little to actively solve an issue applies this ineffective particularly and successive teams.	port (05/15/2009) Tom scores se to accept, adapt, and contrible and openly criticizies manage assisting his team members to his own opinion. Often, Tomopriately challenges decisions, to leaves his team with a one-en, Tom identifies problems, passe with sound analysis and attern which compounds problems seful outcomes. He doesn't seful outcomes. He doesn't seful outcomes into the function of the service is not leading us into the functions.	gement decisions at o accept change, Tom does not act on fact. he does not provide sided view and causes places blame, and does solutions. He often ems rather than be himself as part of	. 1
2 Communication People feel good about working with this person. Demonstrates active and attentive listening Has patience to hear people out.	rates his leadership as lo MDQ (05/15/2009) is also communicates with other fails to create a positive It's difficult to get a word steam." This was most eithen, Tom has demonstrunified voice. Tom is offer opinions of others toward Tom's high score in Sentenced of the organization	ncy-Based 360 tool (02/04/201) we average (3.5/5.0). His Related low-average. This has a neggers. Often, people are placed or rapport. He refuses to listen, earn when Tom expresses his violent during the customer alligated little to no support for customer and the defensive and often the sadvantage. This is often sittivity is taken to the extreme with his sensitivity to individualitism" as a need for improvement.	rative impact on how Tomen the defensive as Tomen the defensive as Tomen specially if he is wrong, lews until he "runs out of gnment meeting. Since stomer needs for a mistates comments and a done in public settings. as he fails to balance the lats. Rater feedback	1

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3 Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers. Once more, Tom's natural sensitivty to individuals is an overused strength with negative impact. Tom does not seek different opinions from all levels of management to gain a balanced approach to team performance. Often, he minimizes and tolerates tardiness to post assignments and foul language to avoid dealing with the behavior of certain team members. He does not deal effectively with troublemakers and somtimes becomes a barrier to effective conflict resolution. Tom is not open to coaching or direction which gets in the way of productivity. In leadership development sessions, Tom does not activiely work to improve himself and fails to grasp that different situations and levels calls for different skills and approaches. Wants others to change, but, sees himself outside the needs for self-development. Doesn't drive team for highest results.

1

Project Manager:

Operations Coordinator:

Training Coordinator:

Leadership Development Manager:

much a manth

Signature

Signature

Signature

18110 Date

<u>1/8//</u> Date

Date

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GENERAL COUNSEL'S EXHIBIT 8

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2009

Performance Objectives & Development Plan Thomas Frazier Rating Period January 01, 2009 – December 31, 2009

I. Position	
Shift Lieutenant	Date Administered:
II. Personal Information	Location: Turkey Point
Performance Rating Period: 01/01/2009 - 12/31/2009	Manager: Capt Ferrer
Name: Thomas Frazier	

III. Performance Standards

Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.

The following grading criteria will be utilized:

Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)

Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)

Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)

IV. Behavior Expectations = 25%

Focusing on the Customer

- Projects positive and "can do" image...
- Seeks to exceed service expectations...
- · Communicates well, with courtesy and effectiveness.

Measurement: Managers Observation

Rating: 2

Results Attainment

- Achieves expected results on time.
- Manages conflicting demands on time by identifying and focusing on priorities.
- Readily responds to a changing work environment and to changing work priorities.

Measurement: Managers Observation

Rating: 2

Setting Strategic Direction

- · Communicates a vision for the future and determines strategies to accomplish it.
- Keeps elements of the strategy consistent, practical, achievable and complimentary.
- Seeks to deploy strategies that will generate shore-term gain and long-term success for all stakeholders.

Measurement: Managers Observation

Rating: 2

Communication

- Listens effectively and responds appropriately.
- Shares information with others in a timely, clear, and professional manner.
- · Writes and speaks effectively.
- Uses positive, non-threatening communication style.

Measurement: Managers Observation

Rating: 3

Demonstrates and Drives G4S Values

Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.

Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution.

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Performance - Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity - Always be trusted to do the right thing.

Collaboration & Teamwork - Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2.2

Comments:

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: August 01, 2008 Ends: December 31, 2008 Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during shift briefs, meetings etc.
- Develops employees through job coaching/mentoring and performance feedback.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Celebrate and provide positive recognition when warranted.
- Effectively promote use of Corrective Action Program.
- Actively be engaged in shift activities. Know what is going on with your shifts.
- Be consistent in the application of WNS procedures.
- Effectively communicate expectations and provide adequate oversight to ensure projects are completed as expected.
- Ensure completion of minimum four (4) observations monthly (one (1) per week).
- Actively engage work force to present ideas for cost improvement opportunities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Builds an atmosphere of mutual trust, respect, cooperation and integrity.
- Cultivates commitment and engagement of the team to achieve organizational goals and assignments.
- Proactively addresses any influence that impact the team's performance.
- Understand and learn to initiate CR's and W/O.
- Promote WNS action plan to improve site performance.
 - 1. Improve Safety culture
 - 2. Improve attendance
 - 3. Improve Leadership
 - 4. Improve recognition & rewards

Rating: 2

2. Objective: Labor Relations

Status: On-going

Begins: January 01, 2009 Ends: December 31, 2009 Case: 15-13224 Date Filed: 10/28/2015 Page: 128 of 171

Specific Objectives:

- Knows/understands/recognizes and abides by the confines of the local Collective Bargaining Agreement to prevent violations.
- Maintains positive working relationship with and observes the rights of the Client and all employees.
- Appropriately address all official concerns and complaints forwarded by employees through proper processes (Examples Intimidation, Harassment, Compliance violations, Safe-2-Say allegations etc.
- Fair and objective toward employees in making decisions and assignments, and issuing discipline.

Rating: 3

3. Objective: Provide Customer Service

Status: On-going

Begins: January 01, 2009 Ends: December 31, 2009 Specific Objectives:

- Provides timely, thorough, accurate and effective updates to SSS pertaining to shift status. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions and manages the Security Team performance to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and uses available resources.
- Ensures contingency plans are in place to overcome issues or events that may be a barrier to achieving goals.
- Meets timelines and commitments.
- Validates applicability of current policy / procedures prior to use.

Rating: 2

Rating:

4. Objective: Accountability

Status: On-going

Begins: January 01, 2009 Ends: December 31, 2009 Specific Objectives:

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of failure to provide/ensure adequate PJB for any Infrequent or First time evolution.
- Hold employees accountable to organization, department and team processes, methodology (e.g. Security Fundamentals, SCWE, Safety, HU)

Rating: 2

Overall Rating for this Section: 2.25

Comments:

Specific Objectives 25%

Objective #1 No attendance issues that result in discipline application of the WNS Attendance Control Policy. Begins: January 01, 2009

Status: On-Going

Specific Objective: N/A

Rating: 1

Ends: December 31, 2009

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Objective # 2	2 Successful completion of monthly objectives.	
Status:	On-Going Begins: January 01, 2009 Ends: December 31, 2009	
Specific Obje	jective: Complete 1 observation per week and document on appropriate form a total of 4 per month.	
1		-
Rating: 2		
01: 4: -44	5. O. White warded to One on One with recreative Officers	Ī
	3 Complete quarterly One - on - One with respective Officers. On-Going Begins: January 01, 2009 Ends: December 31, 2009	
Status:	3.1 44.1.3 = -3.1.1.1	l
Specific Obj	jective: N/A	
D-4: 2		
Rating: 2	> Maria	1
Objective # 4	4 Complete required drill expectations. Four (4) per month. Limited Scope/Table Top/Response/Performance	Ī
		i
Status:	On-Going Begins: January 01, 2009 Ends: December 31, 2009	
Specific Ohi	jective: Contact SSS if assistance is needed to complete task.	
opecine obj	Journal Teach	
D-6 2		
Rating: 2		
	10 P. C. C. W. D. L. J. 49	•
Overall Object	ctive Rating for Grading Period: 1.8	ł
	On 3/3/09 you received a written reprimand for a late notification call out. In 2010 I would like to see an improvement	•
on your attend		•
Received & A	Acknowledged:	
Received & A	date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have	
Received & A	date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have m with my manager.	_
Received & A The time and reviewed then	date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have m with my manager. Signature:	_
Received & A The time and reviewed then	date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have m with my manager.	-

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GENERAL COUNSEL'S EXHIBIT 13



Nan	ne of Person Evaluated:	Cecli Mack	Job Position:	Supervisor (Lt.	.)
Dat	Date Review Initiated: 2/9/2010 Date Review Completed: 2/9/2010		2/9/2010		
		Leadership E	fectiveness Review		
Rat	e performance as follows:				
	nsatisfactory			•	
	arginal – needs improvem		•		
3 M	eets minimum requiremen	its and expectations			
4 M	eets and slightly exceeds	requirements and expect	ations	•	
5 M	eets and exceeds requirer	nents and expectations			
		OR.	JECTIVES .		
SCC	<u>PE</u> scope of this criteria is to ev		Review the individual supervisor's 3	iO direct report feedb	ack.
	dership Effectiveness.			Λ.	
	autump arrows	(2)	Review tools (MDQ/360 Feedback) fo	r areas that impact le	aderahip
	•	(3)	Direct observation		

	REQUIREMENTS		of Criteria and Comments that Supp	ort Score	Score
		In the Auto Donor	(reference the specific Issue) t (07/10/2009) Cecli scores low in risk to	aking Ha	
1	Review supervisor effectiveness Overall,	demonstrates unwillingness	to accept, adapt, and contribute to chan	ge. Cecil lacks an	
	what behaviors.	innovative attitude and openi	y criticizies management decisions at te	am briefings.	
	characteristics and	Instead of assisting his team	members to accept change, Cecil often	fuels the flames	
	competencies describe this	with his own opinion. Although	h Cecil often appropriately challenges of	lecisions, he does	
	leader.	not provide both sides of an	issue. This leaves his team with a one-s . Often, Cecil identifies problems, place	s blame, and does	4
		little to actively solve an issu	e with sound analysis and solutions. He	often applies this	1
		ineffective pattern which con	npounds problems rather than developing	g new and succssful	
		outcomes. He doesn't see hi	mself as part of management, and as vi	ewed by one direct	
		report, "Is on the security off	icer's side." Cecil finds it difficult to dem	Unsuale a Dalanceu	
		VIOV.			
			D	and concerts rate blo	
.2	Communication People		Based 360 tool (02/04/2010) Cecil's dire However, his Relationship score on the	MDQ (07/10/2009)	
	feel good about working with this person. Demonstrates	ils low-average. This gap is o	aused by the above-mentioned over ali	gnment with security	
	active and attentive listening	officer concerns and too little	attention to the remainder of his dutue	s (customer focus	
	Has patience to hear people	land lack of support for mana	agement decisions). This has a negative	impact on how Cecil	
	out.	leads his team through chan	ige. Another area of concern for Cecil's core in interpersonal Skills. He often de	monstrates a low	
		positive regard for leadershi	p expectations towards customer service	e (FPL). Cecil is often	1
		quiet, when he needs to ope	only take a positive and active stand in fi	ont of his team. In	
		fact, Cecil had overall MDQ	scores in the mid to low range. There a	re no scores in the	
	•	P .	indicates a leader who is more "a team	member than a team	ļ
		leader,	•		
	·				
3	Sets High Standards for	Cecil does not seek differen	t opinions from all levels of managemen	nt to gain a balanced	
	Team Performance is	approach to team performat	nce. Often, he minimizes and tolerates t	ardiness to post	
	dedicated to meeting the	passignments and foul langu	age to avoid dealing with the behavior o vas suspended for vulgarity in front of cu	istomers (FPL). Cecil	
	expectations and requirements of internal and	I failed to be a role model. Co	ecil also does not deal effectively with tr	oublemakers Is not	
	external customers.	open to coaching or directle	in which gets in the way of productivity.	In leadership	1
	Political and and and and and and and and and and	development sessions. Cec	all does not activiely work to improve him	rself and fails to grasp	
		that different situations and	levels calls for different skills and appro- eam for outstanding results and often ac	paches, Cecil doesn't	
		mediocrity.	earn for outstanding results and offerr ac	whie herioimance	
	• •	insurounty.			455

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Project Manager:

Operations Coordinator:

Training Coordinator:

Leadership Development Manager;

Signature

Signature

Signature Karea Bower Macdonal

Signature

2/9/10

2/9/10

Date

0 2/09/20 Date Case: 15-13224 Date Filed: 10/28/2015 Page: 133 of 171

GENERAL COUNSEL'S EXHIBIT 17

	MANUAL (RSS) REGULATED SECURITY SOLUTIONS	O 1 Wacken	hut
FORMERLY	PROGRESSIVE DISCIPLINE	EFFECTIVE November 02, 2007	REVISION
WNS 108	POLICY AND PROCEDURE		4

1.0 PURPOSE

1.1 The purpose of this document is to establish a policy which provides guidance on the administration of discipline.

2.0 DEFINITIONS

- 2.1 Progressive discipline is defined as steps in a disciplinary process to enforce a rule or system of rules governing conduct or activity.
- 2.2 The DA is the Designated Alternate for the President, Vice President, Director, RSS Project Manager or Security Shift Supervisor.
- 2.3 President President, Regulated Security Solutions.
- 2.4 Vice President Vice President, Nuclear Operations OR Vice President, Business Development.
- 2.5 Director Director, Nuclear Operations OR Director, Nuclear Operations and Compliance.

3.0 RESPONSIBILITY

- 3.1 The RSS Project Manager/DA is responsible for administering this policy for employees under his/her supervision.
- 3.2 RSS supervisors are responsible for administering this policy as it applies to employees under their supervision, including:
 - 3.2.1 Ensuring that all employees acknowledge familiarity with the standards contained in the Wackenhut Security Officer Handbook, Regulated Security Solutions (RSS) Policies and Procedures and client Policies and Procedures.

84 84 2007		
	1	
Date		•
01.01.2007	Eric Wilson	01.01.2007
Date	Approved By	Date
	01.01.2007 Date 01.01.2007 Date	Date 01.01.2007 Eric Wilson

3.2.2 Ensuring that the disciplinary action guidelines, as referenced, are objectively and consistently administered.

This document is proprietary to The Wackenhut-Composation

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1	MANUAL (RSS) REGULATED SECURITY SOLUTIONS	G 49 Wacken	•
FORMERLY	PROGRESSIVE DISCIPLINE	EFFECTIVE November 02, 2007	REVISION
WNS 10B	POLICY AND PROCEDURE		4

- 3.2.3 Ensuring that disciplinary action is justifled, objectively documented, and fairly applied.
- 3.3 All RSS employees are responsible for knowing the contents of this progressive discipline policy and conducting themselves in accordance with its provisions.
- 3.4 On an annual basis, the Project Manager/DA will require all employees to review this policy. Documentation of this review will be accomplished in accordance with RSS 109, Read and Sign

4.0 POLICY

- All employees are expected to learn, understand, and comply with the Progressive Discipline Policy. When employees fail to meet prescribed standards and/or expectations, disciplinary action will be administered with the intent of correcting the employee's performance or behavior. Disciplinary action will be administered in a constructive manner that provides the employee adequate notice and time for corrective action. Employees will be disciplined according to the seriousness of the infraction. The issuance of disciplinary action can be an emotional experience. Prior to issuing any disciplinary action, the Supervisor/Manager will consider the potential effect that such action may have on the employee's fitness for duty. Ideally, the disciplined employee will not be immediately returned to duty. However, when an employee is returned to duty after receiving discipline, the Supervisor/Manager will first ensure that he or she are fit for duty.
- 4.2 RSS expects all employees to conduct themselves with maturity and self-discipline in the execution of their responsibilities. It is essential that all employees realize that this policy is intended as a guideline to reinforce this expected behavior and to provide a basis for consistent action in the event that behavior falls short of expectations. Regulated Security Solutions reserves the right to modify, revoke, suspend, terminate, or change the Progressive Discipline Policy in whole or in part. This policy is not intended to create, nor is it to be construed by any or all of its employees, that it gives an employee the right to continued employment by The Wackenhut Corporation.
- 4.3 Coaching Coaching is <u>not</u> considered a disciplinary action. Coaching allows the supervisor the opportunity to commend an employee for good performance or offer suggestions to help an employee improve performance or attain career goals. Coaching is not required prior to disciplinary action being taken in accordance with this Progressive Discipline Policy.
- 4.4 The Progressive Disciplinary Policy consists of four steps. The four steps are as follows:
 - a. Step 1 Oral Counseling
 - b. Step 2 Written Disciplinary Counseling

	MANUAL (RSS) REGULATED SECURITY SOLUTIONS	Wacken	
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- c. Step 3 Written Disciplinary Counseling and Suspension
- d. Step 4 Termination of Employment

Note

Employees who request Union representation or a witness will be provided same to be present during Steps 1 through 4.

- 4.5 Step 1 Oral Counseling When an employee fails to meet established standards, his or her immediate supervisor will discuss the situation with the employee and clearly identify the infraction. Depending upon the severity of the infraction, the employee will be counseled as to the corrective action needed or the requirements involved and the need for compliance. In all cases, communication with the employee will be handled in an adult and professional manner. The discussion should provide the employee with the necessary guidance so as to prevent further occurrences. A commitment for improvement will be solicited from the employee by the supervisor. Oral counseling will be documented.
 - 4.5.1 Disciplinary action in the form of an oral counseling will be accomplished in accordance with any existing CBA, where applicable.
- 4.6 Step 2 Written Disciplinary Counseling When a second performance counseling is necessary for a similar infraction, a written counseling document will be generated and discussed with the employee. Employee Disciplinary Corrective Action Notice WF-023 will be used as a written counseling document. If additional space in needed, attach a memorandum to WF-023. Any supportive documents will also be attached to WF-023. The employee will be advised that another occurrence may result in more severe disciplinary action. This written counseling document will become a permanent part of the employee's personnel file.
 - 4.6.1 At the conclusion of the counseling session, the supervisor will request the employee to sign the counseling document. The employee's signature does not constitute an agreement with the contents of the document, but only acknowledges being counseled and receipt of a copy of the document.
 - 4.6.2 If the employee refuses to sign the counseling document, the supervisor will note on the counseling document that the employee refused to sign the document. The supervisor and a witness will initial the added note.
 - 4.6.3 Disciplinary action in the form of a written counseling will be accomplished in accordance with any existing CBA, where applicable.
 - 4.7 Step 3 Written Disciplinary Counseling and Suspension Suspension is a temporary disciplinary layoff without pay for serious infractions or repeated infractions. The

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employee will lose his/her pay for the designated period of suspension. The employee will be advised that another occurrence may result in more severe disciplinary action up to and including termination of employment. Suspensions will be documented with a written counseling document. WF-023 will be used for this purpose. This counseling document will become a permanent part of the employee's personnel file. Step 3 discipline may also include a demotion, pay progression delay or denial.

- 4.7.1 Security Shift Supervisors may issue suspensions of up to two (2) workdays.
- 4.7.2 The Project Manager may issue suspensions for more than two (2) workdays.
- 4.7.3 Disciplinary action in the form of a written suspension will be accomplished in accordance with any existing CBA, where applicable.
- 4.8 Step 4 Termination of Employment When an employee again commits the same type or similar infraction for which oral, written counseling, and suspension have occurred, he/she will be terminated <u>unless</u> an extended period of time has elapsed since the previous occurrence and Regulated Security Solutions concludes that the employee's behavior has been acceptable during this extended period of time. One year or longer will be considered an extended period of time. Termination of employment may also be exercised for serious violations such as those listed in Level I, Section 4.11. with or without Step 1 through 3 having been completed first.
 - 4.8.1 The RSS Project Manager/DA will make the recommendation to terminate employment to the responsible Director/DA.
 - 4.8.2 The responsible Director/DA will review the recommendation and forward it to the responsible Vice President/DA in accordance with Section 4.12.7
 - 4.8.3 No termination will be made until reviewed and approved by a Vice President/DA.
 - 4.8.4 Disciplinary action in the form of employment termination will be accomplished in accordance with any existing CBA, where applicable.
 - 4.9 Exceptions This disciplinary policy process will be followed in most instances of employee non-compliance. However, based on the severity and circumstances of the infraction(s), the Project Manager/DA may begin the disciplinary action at any level or offense with the exception of the Level 1 infractions which may result in immediate termination.
 - 4.10 Investigation and Documentation The Project Manager/DA is responsible for investigating violations of prescribed standards in accordance with Incident Investigation Policy and Procedure WPO-1310 (RSS). Whenever feasible and warranted under the circumstances, disciplinary action will be based upon investigation and verified by

POLICY MA WPO-1308 (RS	NUAL S) REGULATED SECURITY SOLUTIONS	Wacken	
FORMERLY WNS 108	PROGRESSIVE DISCIPLINE POLICY AND PROCEDURE	EFFECTIVE November 02, 2007	REVISION 4

supporting documentation. All observations, witness statements and other related data gathered in the course of such investigation will be documented and retained.

- 4.10.1 Following the completion of the investigation which results in termination of employment, the Project Manager/DA will notify the site Access Control Group and provide specifics of the investigation and termination. This information will be provided to the Access Control Group even if the employee elects to resign his employment.
- 4.11 **Criminal Investigation** In instances where an employee is charged, arrested or knows that he/she has become the subject of a law enforcement investigation, the employee will immediately contact the Project Manager/DA. At the option of the Project Manager/DA, a suspension or administrative leave may be imposed pending the conclusion and disposition of the investigation or charge.
 - 4.11.1 The Project Manager/DA will be responsible for ensuring that all the requirements of the Fitness for Duty Program are met at his or her site.
- 4.12 Recommendation for Termination of Employment When a recommendation for termination is submitted to Regulated Security Solutions by a Project Manager/DA, the following process must be observed.
 - 4.12.1 The Project Manager will submit a "Termination Package" to the responsible Director/DA. The Termination Package must contain documentary evidence to support termination and must contain all the documents needed to make the decision on termination. At a minimum, the Termination Package must include the following:
 - Written summary statement from the Project Manager/DA which identifies the event(s) leading to the termination request.
 - Copies of disciplinary document(s) issued to the employee within the previous twelve months.
 - Statement(s) taken or provided during the investigation or performance review.
 - A completed Employee Termination Review Form WF-1326
 - 4.12.2 The responsible Director/DA will review the Termination Package to ensure compliance with the requirement of this policy. The Director/DA will review the package and provide his or her recommendation along with the Termination Package to the Vice President/DA.

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- 4.12.3 The Vice President/DA will review the Termination Package and consult with others (Legal, HR, Labor, etc.) as appropriate prior to making a final decision on the request for termination.
- 4.12.4 Following all the reviews, the Vice President/DA will notify the responsible Director/DA of his or her decision concerning the termination request.
- 4.12.5 The responsible Director/DA will notify the Project Manager/DA of the decision of the Vice President/DA. If the decision was to terminate the employment of the employee, the Project Manager will initiate the appropriate action to accomplish termination.
- 4.12.6 In the absence of the responsible Director, another Director may be assigned to process the termination request OR the Vice President/DA may process the termination request directly with the Project Manager and notify the responsible Director at the earliest convenience.
- 4.12.7 Employee Termination Review Form The Employee Termination Review Form WF-1326 will be initiated by the Project Manager/DA and submitted with the Termination Package. The actions required are as follows:
 - The Project Manager/DA will complete Sections A, B and C (as appropriate) of this form prior to submitting to the responsible Director/DA.
 - Section C will be completed by the appropriate personnel as the termination recommendation is reviewed.
 - When complete and the appropriate action has been exercised, the Employee Termination Review Form, along with the Termination Package, will be forwarded to the individual designated as the Employee Termination Review Form custodian.
 - The custodian will be responsible for inserting a case number in Section C of the Employee Action Review Form. Once Section C is completed, the custodian will log and file the form and Termination Package.
- 4.13 There are three levels of offenses (Levels I, II, and III). These are only guidelines for use by management and supervisory personnel. When it is not practical to follow these guidelines or if an unlisted event occurs, the Project Manager/DA will consult with Regulated Security Solutions for guidance. No termination can be made without the review and approval by a Vice President/DA.

LEVEL I

Refusal to work.

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POLICY MANUAL WPO-1308 (RSS) REGULATED SECURITY SOLUTIONS Wackenhut FORMERLY WNS 108 PROGRESSIVE DISCIPLINE POLICY AND PROCEDURE November 02, 2007 REVISION 4

- Abandoning a security post.
- Leaving the Owner Controlled Area, while on the job, without the permission of the supervisor in charge.
- Fighting on the job.
- Sleeping or inattention to duty.
- Theft, dishonesty, fraud, bribery.
- Intentional waste of RSS or Client materials and/or property.
- Unauthorized or careless use of firearms or other weapons.
- Threatening or intimidating management, supervision or other employees.
- Insubordination, defined as willful refusal to carry out proper work-related instructions of management or supervision.
- Deliberate destruction or damage of RSS property, Client property or property of others.
- Intoxication on the job or reporting to work in an impaired state (this applies to alcohol,
 drugs, narcotics or any substance which alters perception, awareness, and which inhibits
 normal human response). A positive test as identified in the site Fitness for Duty Program
 may result in termination of employment.
- Possession of alcoholic beverages during work time or on RSS or Client property except for authorized functions.
- Possession, use or distribution of illegal drugs or narcotics on or off the job.
- Confirmed positive drug test for illegal drugs.
- Personal possession of firearms, weapons, or explosives while on the job or on RSS or Client property unless specifically authorized.
- Failure to report to the Project Manager/DA or appropriate supervisor when the employee is under investigation, charged, arrested or convicted of a crime. Reporting must be accomplished in accordance with site policies.
- Conviction of a felony, serious misdemeanor, or violation of the Domestic Violence Act.

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POLICY M WPO-1308 (R	ANUAL RSS) REGULATED SECURITY SOLUTIONS	V acken	hut
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- Falsification of application for employment, other employment related documents, time sheets or security documents of record.
- Failure to perform a security function in accordance with security plans and/or procedures.
- Loss of unescorted access (Protected Area).
- Confirmed Harassment of any form.
- Malicious harassment (including sexual or racial) of fellow employees, client employees or the public.
- Negligent or careless acts that cause or could cause serious personal injury or property damage.
- Any other acts which, by nature and impact, severely limit the employee's ability to perform the essential elements of the job.
- Failure to meet or maintain the requirements to be registered or armed as a security officer in the assigned state.
- Inappropriate use of client or RSS computers or telephones.
- Willful misconduct.
- Providing a false statement during an investigation.
- Failure to meet satisfactory job performance or behavior standards after being counseled and/or retrained.

LEVEL II

- Failure to follow procedures which impacts the overall security effectiveness.
- Unlawful trespassing.
- Willful or intentional violation of site or RSS safety rules or practices which could endanger the employee or other personnel.
- Careless or reckless driving in the operation of RSS or client vehicles.
- Violation of rules of conduct or work rules.

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POLICY MANUAL WPO-1308 (RSS) REGULATED SECURITY SOLUTIONS		G (5) Wackenhut	
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- Failing to report to work or to contact the appropriate supervisor within a reasonable or agreed on period of time.
- Abuse of sick leave, personal leave, or other leaves of absence.
- Unauthorized Absence.
- Refusal to work assigned overtime without a satisfactory reason.
- Failure to meet satisfactory job performance or behavior standards in the opinion of management.

LEVEL III

- Failure to report for assigned overtime without a satisfactory reason.
- Playing of pranks or practical jokes which interfere with professional performance on duty.
- Smoking in areas other than designated smoking areas.
- Absenteeism.
- Habitual lateness in reporting to duty or relieving another officer on post.
- Inattentive to security post responsibilities which results in a violation of security procedures.
- Failure to report occupational accidents, injuries or diseases according to procedure.
- Engaging in personal work while on company time.
- Use of abusive or offensive language in the presence of fellow officers or other personnel.
- Inappropriate grooming or appearance standards in the opinion of management.
- Failure to meet satisfactory job performance or behavior standards in the opinion of management.

CATEGORIES OF DISCIPLINE GUIDELINES

PROCEDURE MANUAL WPR-1309 (RSS) REGULATED SECURITY SOLUTIONS		G : S Wackenhut	
FORMERLY	READ AND SIGN	EFFECTIVE November 02, 2007	REVISION
WNS 109	PROCEDURES		2

1.0 PURPOSE

1.1 The purpose of this procedure is to establish a method to communicate important information to Regulated Security Solutions (RSS) employees to ensure they are informed and knowledgeable of important directives, changes or revisions of procedures and policies.

2.0 DEFINITIONS

- 2.1 The DA is the Designated Alternate for the RSS Project Manager or Security Shift Supervisor.
- 2.2 The Read and Sign Package consists of the Read and Sign Log and associated document(s).

3.0 RESPONSIBILITY

- 3.1 The RSS Project Manager/DA is responsible for administering this procedure for employees under his/her supervision.
- 3.2 Security supervision is responsible for administering and implementing this procedure as it applies to employees under their supervision, including:
 - 3.2.1 Ensuring that all employees understand and acknowledge the requirements of this procedure and the information distributed under the Read and Sign Procedure process.
 - 3.2.2 Completion of the Read and Sign Process for those employees under their supervision, in accordance with this procedure.

01.01.2007		
Date		
01.01.2007	Eric Wilson	01.01.2007
Date	Approved By	Date
	Date 01.01.2007	Date 01.01.2007 Eric Wilson

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POLICY MANUAL WPO-1308 (RSS) REGULATED SECURITY SOLUTIONS		CLS Wackenhut	
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CATEGORY	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE	FOURTH OFFENSE
LEVEL I	*Discharge			
LEVEL II	Written Counseling and: (Optional) 1. Reduction in Job or Supervisory Designation. 2. Suspension from Work. 3. Other Appropriate Action(s).	Written Counseling and Suspension	*Discharge	*Discharge
LEVEL III	Oral Counseling (Undocumented or Documented)	Written Counseling	Written Counseling and Suspension (Optional) 1. Reduction in Job or Supervisory Designation, or 2. Other Appropriate Action(s).	Discharge

* Upon review by the Director, Nuclear Operations/DA and the Vice President, Nuclear Operations/DA, a decision will be made regarding suspension or administrative leave. The employee will be suspended without pay or placed on administrative leave with pay. An investigation will be conducted promptly by the Project Manager/DA before final determination is made relative to discharge. The Project Manager/DA will notify Regulated Security Solutions concerning any ongoing investigation or suspension. All terminations need the approval of a Vice President/DA.

Note: The second and third offenses refer to reoccurrence of the same type or similar infraction. If the second or third offense refers to a different category level, additional or more severe disciplinary action other than indicated in the table may be administered by the Project Manager/DA.

5.0 RECORDS

- 5.1 The Project Manager will ensure that all disciplinary actions are documented and maintained in the employee personnel file: Written counseling documents will become a permanent part of the employee personnel file except when a different retention period is stipulated by a Collective Bargaining Agreement.
- 5.2 The Employee Termination Review Form and Termination Package will be maintained within RSS for an indefinite period of time.

This document is proprietary to The Wackenhut Corporation
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- 5.3 The Employee Termination Review Form custodian will be responsible for retention in RSS.
- 5.4 The Project Manager/DA will maintain all site Termination Packages for an indefinite period of time.

6.0 FORMS

- 6.1 Employee Disciplinary Corrective Action Notice WF-023
- 6.2 Employee Termination Review form WF-1326 (RSS)

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GENERAL COUNSEL'S EXHIBIT 18

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	IUT NUCLEAR SERVICES PROCEDURE MANUAL	Wacker	hut
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1.0 PURPOSE

- 1.1 The purpose of this policy is to establish the standards for governing authorized and unauthorized leaves of absence. This policy includes:
 - Sick Leave
 - Physician's Statement Requirement
 - Fitness for Duty Absences Associated with Fatigue
 - Temporary Light Duty Assignments
 - Tardy
 - Vacation .
 - Unpaid Leave
 - Military and National Guard Leave of Absence
 - Jury Duty Leave
 - Bereavement Leave
 - Workers' Compensation Leave
 - Family and Medical Leave Act of 1993 (FMLA)
 - Unexcused Absence

2.0 DEFINITIONS

- 2.1 Authorized absence is defined as an absence from assigned duties and responsibilities, which is authorized by supervision or management.
- 2.2 Unauthorized absence is defined as an absence from assigned duties that is not in compliance with this policy and not approved by supervision or management.
- 2.3 The DA is the Designated Alternate for the WNS Project Manager or Security Shift Supervisor.

Frank Finch	01.01.2007		
Prepared By	Date		
Shawn Kirven	01.01.2007	Eric Wilson	01.01.2007
Reviewed By	Date	Approved By	Date

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- 2.4 Company is defined as Wackenhut Nuclear Services (WNS) and The Wackenhut Corporation (TWC).
- 2.5 Eligible employees are those employees at a site that are eligible for certain benefits defined in the contract specifications for that site. Benefits may vary from one site to another.
- 2.6 Family and Medical Leave Act (FMLA) was enacted to balance the demands of the workplace with the needs of families. The Act is designed to entitle eligible employees, both men and women alike, to take reasonable leave for medical reasons, for the birth or adoption of a child, or placement of a child for foster care, and the care of a child, spouse or parent who has a serious health condition.

3.0 RESPONSIBILITY

- 3.1 The WNS Project Manager/DA is responsible for administering this policy for employees under his/her supervision.
- 3.2 Security supervision is responsible for administering this policy as it applies to employees under their supervision, including:
 - 3.2.1 Ensuring that all employees acknowledge a complete understanding of the standards contained in this policy and existing site policies/procedures.
 - 3.2.2 Ensuring that the standards, as referenced, are objectively and consistently implemented.
 - 3.2.3 Ensuring that all authorized and unauthorized absences are documented.
- 3.3 All WNS employees are responsible for knowing the contents of this authorized absence policy.
- 3.4 On an annual basis, the Project Manager/DA shall require all employees to review this policy. Documentation of this review shall be accomplished in accordance with WNS 109, Read and Sign.

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4.0 POLICY

4.1 ABSENTEE REQUEST/REPORT - Employees shall submit an Absentee Request/Report (ATTACHMENT 1) for any absence that prevents them from performing a scheduled duty assignment.

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- 4.1.1 In place of ATTACHMENT 1, Project Managers may use site-specific absentee requests/reports.
- 4.1.2 Absentee requests/reports shall be specific in regard to dates and reason for absence.
- 4.1.3 If the employee requesting an excused absence is not available, the employee's immediate supervisor shall complete an Absentee Request/Report and submit it through the chain of command to the WNS Project Manager/DA.
- 4.1.4 Supporting documentation, if required or requested by management, must be attached to the Absentee Request/Report when submitted.
- 4.1.5 The intent is to document those employees tardy for work on an Absentee Request/Report. This includes those tardies where supervision was notified of a late arrival and those tardies where supervision was not notified.
- 4.1.6 The intent is to document employees unable to report for duty for reasons of sickness on an Absentee Request/Report.
- 4.1.7 The intent is to document vacation Leave on an Absentee Request/Report.
- 4.1 8 The intent is to document Workers' Compensation Leave on an Absentee Request/Report
- 4.1.9 The intent is to document all authorized and unauthorized leaves of absence:
- 4.2 CALL OFF FROM DUTY All employees should recognize that reporting to work, fit for duty, when scheduled are the paramount requirements in filling the required staffing levels for every duty shift. Employees who "call-off" from duty place an unnecessary burden on the shift management team to fill the vacant post positions, especially when the call-off is on short notice.
 - 4.2.1 For purposes of this policy, a call-off from duty is defined as a notice from the employee to his shift management team that they are unable to work their assigned work period.
 - 4 2.2 All call-offs from duty must be verbally communicated by the employee to an onduty security supervisor unless physically unable to do so. If the employee is

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physically unable to make the call-off notification themselves, a spouse or significant other may make the verbal notification to the employee's on-duty security supervisor.

Any call-off from duty that occurs within four (4) hours of the employee's scheduled starting work time may be considered an unexcused absence at the discretion of the Project Manager/DA. Project Manager will evaluate call-off to determine if there are any mitigating circumstances. If mitigating circumstances are identified, the Project Manager will consider these circumstances in determining whether the absence will be excused or considered an unexcused absence. Unexcused absences are address in Section 4.17 of this policy.

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- 4.3 ABSENCES DUE TO ILLNESS- Personnel reporting themselves as sick should attempt to notify their immediate supervisor. Unless the employee is physically incapable, the report should be made by the employee and not a spouse, other family member or significant other. An on-duty supervisor must be notified and provided a statement of illness. The supervisor receiving the report should ensure the information provided is adequate to validate the sickness and absence. The employee's supervisor shall complete an Absentee report.
 - 4.3.1 No payment shall be made for sick leave that is not authorized according to the provisions of this policy or used for reasons stated herein.
- SICK LEAVE ABUSE Possible sick leave abuse shall be monitored by supervision and management. Whenever abuse of sick leave is detected or suspected, management or supervision may require, at their option, a physician's statement to verify an absence prior to approving the absence. If the employee fails to provide a physician's statement when requested, the absence will be consider an unexcused absence and appropriate disciplinary action in accordance with the WNS Policy 108 will be taken.

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- 4.4.1 The first incident of abuse of sick leave/unexcused absence during a twelvemonth rolling calendar shall be classified as a Level II infraction (WNS Policy 108)
- 4.4.2 A sick leave abuse infraction involving dishonesty or falsification of reasons for taking sick leave shall be classified as a Level I infraction, which shall result in termination of employment.
- 4.4.3 The following table reflects the disciplinary action concerning abuse of sick leave/unexcused absences.

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Number of Infractions during a Rolling Twelve-Month Period (365 days)	Disciplinary Action
First infraction during a rolling twelve- month period.	Written counseling (Suspension optional)
Second infraction during a rolling twelve- month period.	Suspension and written counseling
Third infraction during a rolling twelve- month period.	Termination of employment with The Wackenhut Corporation.

- PHYSICIAN'S STATEMENT REQUIREMENT Certain circumstances specified in this policy require the employee to provide a physician's (licensed medical doctor) statement. Statements should clarify the reason for an employee's absence from work and may be in the form of a verification, restriction, or release. Statements should be specific in regards to the nature of the illness or injury, dates of absence, medications and other restrictions that could affect the employee's job performance or qualification.
 - 4.5.1 Employees with serious communicable diseases may not return to work until they get a physician's release certifying that they are no longer contagious.
 - 4.5.2 A physician's statement is required to verify absences due to illness for three (3) or more consecutive scheduled workdays unless otherwise stipulated to in an existing Collective Bargaining Agreement.
 - 4.5.3 A <u>physician's release</u> is required the day the employee returns to work following hospitalization or absence from work for thirty days or more.

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- 4.5.4 When requested by a supervisor, a physician's statement must be provided the next scheduled duty day following an absence. If the employee fails to provide a written physician's statement, the employee will be disciplined for abuse of sick leave/unexcused absence.
- 4.5.5 Any employee who has been medically restricted by a physician from meeting the requirements to maintain armed status must submit a physician's statement. This statement shall provide complete details and estimated duration of the restriction. If the employee is placed on a temporary duty assignment (light duty), his or her pay rate may be reduced to the established administrative rate or the rate stipulated in any existing COLLECTIVE BARGAINING AGREEMENT, if applicable. The pay adjustment will become effective at the beginning of the next pay week. If the Company determines that there is no light duty position available, the employee will be placed on a leave of absence status.
- 4.6 FITNESS FOR DUTY ABSENCES ASSOCIATED WITH FATIGUE All employees shall comply with the licensee Fitness for Duty Program (FFD). Employees are expected to be fit for duty by being neither mentally or physically impaired for any cause that could adversely affect safe, competent job performance.
 - 4.6.1 Employees who self-declare fatigue which results in their inability to perform competent job performance, shall not be allowed to continue performing their assigned job. Supervisors shall relieve them of this duty and excuse them from work. If not impaired to the point that there would be a personal safety concern, employees will be directed to go home. If there is any doubt concerning the employee's impairment, assist the employee with transportation. If the employee calls a supervisor from home and declares that he or she is not fit for duty due to fatigue, the supervisor will advise the employee not to report for work.
 - 4.6.2 The responsible supervisor shall discuss the self-declaration with the employee. The purpose of their discussion will be to gather information to determine if the self-declaration was made in "Good Faith". Issues that will be considered in making this determination include:
 - Previous self-declarations
 - The employee's recent work schedule

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Previous disciplinary action, particularly for attendance abuse

The availability of earned benefit time

Prior to taking any disciplinary action, the Project Manager and the Director will be notified. The Project Manager/DA, along with their respective Director, Nuclear Operations will discuss the incident.

If the self-declaration is determined not to have been made in good faith, the employee will be subject to disciplinary action in accordance with the WNS Disciplinary Policy (WNS 108).

If the self-declaration is determined to have been made in good faith, action with that employee will be limited to a discussion concerning self-declared fatigue. This discussion should include the following:

The explanation of our policy on self-declarations.

The explanation that the self-declaration will not fall into the formal disciplinary process, but will be tracked for the purpose of identifying any patterns that may indicate a more significant FFD concern.

A reminder that WNS employees are expected to maintain their FFD,

especially on their regular scheduled workdays...

Encouraging the employee to contact our EAP provider if they need assistance with any EFD issue.

- Encouraging the employee to self-declare in the future, when necessary.
- 4.6.3 If a supervisor detects fatigue and determines that the employee is impaired, the supervisor shall follow the guidance in 4.6.1 of this policy.
- 4.6.4 In accordance with 10 CFR 26.27(b)(1) and the clarification in RIS 2002-07, an employee who is impaired or whose fitness may be questionable due to fatigue may be returned to work only after a determination that he or she is fit to safely and competently perform the assigned duty. A trained supervisor may, at the discretion of the licensee, make this determination. The Company may require certification by a licensed physician or licensee determination prior to reinstatement to full unrestricted duty.
- 4.6.5 Supervisors shall document absences due to fatigue on the Absentee Request/Report Form (Attachment 1 of this policy). The absence shall be notated in "Other" category under the Reason for Absence. Amplifying information concerning the absence shall be noted in the "Comments" section of this form.

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- 4.6.6 Employees shall be required to take benefit time (sick leave or paid personal time) for hours missed due to fatigue. If no benefit time is available, hours missed due to fatigue shall be unpaid. Disciplinary action for abuse of benefit time or absences due to Fatigue shall be administered in accordance with this policy and WNS Policy 108, Progressive Discipline. Examples of absences that warrant disciplinary action are as follows:
 - a. The employee failed to comply with the licensee's FFD program.
 - b. The employee was fit for duty, but gave a false reason for his absence.
 - c. The employee had no reasonable basis for making a declaration that he or she was not fit for duty.
 - d. The employee's fatigue issue was due to personal negligence with respect to maintaining one's fitness for duty.
- 4.6.7 The Project Manager/DA shall be notified immediately concerning all FFD issues associated with fatigue. The Project Manager/DA shall notify the Director, Nuclear Operations.
- 4.7 **TEMPORARY LIGHT DUTY ASSIGNMENTS** This section provides the guidelines for assigning discretionary temporary work to employees who are temporarily disabled and unable to perform normal duties although they have been released by their physicians to return to work in a light duty status. The guidelines of this policy apply to situations where the employee's condition is temporary in nature and the period of recovery can be predicted. This section applies only to those facilities that have approved light duty positions.
 - 4.7.1 Temporarily disabled employees must have a licensed physician submit written certification of their temporary disability. The physician must clearly define the employee's physical limitations; e.g., employee should not lift, bend or climb for a period of 15 days because of strained back muscles.
 - 4.7.2 When restricted by a physician from meeting the requirements for armed status, armed personnel must submit a physician's statement giving complete details and estimated duration of the restriction.
 - 4.7.3 When a disability occurs, the employee may be reassigned to a temporary light duty job designation provided the employee is fully qualified to perform all aspects of the new assignment and only if the Company determines that a temporary light duty position is available.
 - 4.7.4 Temporary assignments, duration, and any pay grade reduction will be determined by the Project Manager/DA in accordance with any existing Collective Bargaining Agreement, if applicable. Conditions for temporary assignments are as follows:

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- a. A written certification from a licensed physician, which verifies and describes the disability, is provided by the employee. The certification must specify that there is a reasonable expectation that the employee is capable of being sufficiently rehabilitated to return to the former job designation within a reasonable and specified time period.
- Temporary duty assignments (light duty) are restricted to a maximum of ninety (90) calendar days.
- c. The number and availability of temporary duty assignments, if any, is determined by the site security force requirements and manning levels.
- d. Priority for temporary duty assignments will be based on first come basis or as defined by any existing Collective Bargaining Agreement, if applicable. Employees who sustain job-related injuries shall have priority for temporary duty assignments, which may result in the displacement of other employees on temporary duty.
- e. If the employee cannot return to unrestricted status and complete the required physical fitness test and/or qualification tests, the employee will be placed on disability leave.
- 4.7.5 Disabled employees are responsible for furnishing medical evidence of continued inability to perform their job when requested to do so by supervision and/or management.
- 4.7.6 If it is later determined that the employee is unable to return to the former job after the temporary duty assignment, as certified by a licensed physician of the Company's choice, management shall discontinue the temporary duty assignment.
- 4.7.7 The employee can apply for disability leave or leave under the Family and Medical Leave Act (FMLA) of 1993 (see Section 4.16).
- 4.8 TARDY Employees who fail to report to work at the exact designated time for their shift briefing or shift start time will be reported as tardy on the Absentee Request/Report (ATTACHMENT 1). The following table reflects the disciplinary action concerning tardy.

Number of Infractions during a Rolling Twelve-Month Perlod (365 Days).	Disciplinary Action
First infraction during a rolling twelve- month period.	Oral counseling
Second infraction during a rolling twelve- month period.	Written disciplinary counseling
Third infraction during a rolling twelve-	Suspension and written disciplinary

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month period.	counseling
Fourth infraction during a rolling twelve-	Termination of employment
month period.	

- 4.8.1 Leaving duty prior to the designated ending time for the shift shall be considered the same as a tardy unless authorized by WNS management.
- 4.9 VACATION Vacation will be approved with the primary objective of minimum interference with normal operations. Vacation shall not normally be taken while an employee is scheduled for training and/or requalification.
 - 4.9.1 Vacation requests shall be requested using the Absentee Request/Report and shall be submitted not less than twenty days prior to the requested absence in order to facilitate scheduling.
 - 4.9.2 Once supervision and management have approved a request, it cannot be voided to favor a more senior employee unless required by an existing Collective Bargaining Agreement at the site. Vacation requests are approved based on anticipated manning levels. These requests may be voided by the Project Manager/DA in response to changes in manning requirements associated with unanticipated operational changes.
 - 4.9.3 Upon termination, payment of unused vacation shall be made in accordance with the law and on the site-specific contractual agreement and/or any existing Collective Bargaining Agreement, if applicable

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- 4.10 EMERGENCY VACATIONS The request for emergency vacation shall be submitted only when an unexpected situation arises which must be dealt with immediately and precludes the twenty day prior notification requirement for vacation requests. Illness and emergencies at home such as damage caused by environmental conditions are examples of situations that warrant emergency vacation.
 - 4.10.1 Detailed information describing the situation must be submitted in order for supervision/management to determine the validity of the request.
 - 4.10.2 Supervisors shall pay close attention to emergency vacation requests to prevent misuse by personnel attempting to circumvent the procedural requirement for requesting vacation.
 - 4.10.3 Supervisors and/or the Project Manager/DA may require, at their option, documentation from the employee prior to approving an emergency vacation request.
 - 4.10.4 If the employee fails to submit documentation when requested by supervision and/or the Project Manager/DA and still takes the time off, the employee's absence will be classified as an unexcused absence. Disciplinary action will be implemented in accordance with Section 4.17 of this policy and Wackenhut Nuclear Services Policy 108.
- 4.11 UNPAID LEAVE Under normal circumstances time off without pay will not be granted. However, based on individual circumstances, manning levels, and the discretion of the Project Manager, time off without pay may be considered. An Absentee Request/Report (ATTACHMENT 1) containing complete details of the request must be submitted through the chain of command to the WNS Project Manager/DA.
 - 4.11.1 Supervisors shall be particularly aware of time off without pay requests to prevent misuse by personnel attempting to circumvent the procedural requirement for requesting vacation or sick time.
 - 4.11.2 Time off without pay can adversely impact the shift manning levels and operational requirement. Time off without pay shall be limited in order to reduce the need for scheduled and unscheduled overtime.

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- 4.12 MILITARY LEAVE OF ABSENCE Reservists and National Guard members will be granted time off without pay for the purpose of attending drills or military training in accordance with law.
 - 4.12.1 The employee shall submit an Absentee Request/Report (ATTACHMENT 1) and attach a copy of the military orders when a military obligation conflicts with scheduled workdays. Requests shall be submitted through the chain of command to the WNS Project Manager/DA a minimum of two weeks prior to absences for military service.
 - 4.12.2 Employees shall report back to their shift on the first regularly scheduled shift after the completion of military drill/training and the time required for return from the place of military drill/training to the place of employment.
 - 4.12.3 If the employee is late in returning to shift without just cause, the employee will be subject to disciplinary action for tardiness or unexcused absence in accordance with Sections 4.8 and 4.17 of this policy and the Wackenhut Nuclear Services Progressive Discipline Policy 108.
 - 4.12.4 Personnel involuntarily or voluntarily recalled for extended active military duty shall be granted an extended leave of absence without pay for the entire period of active military duty in accordance with Chapter 43, Part III of Title 38, U. S. Code.
 - 4.12.5 Employees may, at their option, use earned vacation hours toward time taken off for military obligations. Employees shall not be required to count absences involving military duty as vacation leave.
- 4.13 JURY DUTY LEAVE Employees will be granted jury duty leave in accordance with any existing Collective Bargaining Agreement or contract between The Wackenhut Corporation and the Client at the business location employed and assigned. An Absentee Request/Report and a copy of the jury duty notice shall be submitted through the chain of command to the Project Manager/DA to document actual time served on jury duty prior to payment of jury duty leave.
 - 4.13 1 A copy of the check for jury duty or other verification document will be required to document actual time served on jury duty prior to payment of jury duty leave pay.

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- 4.13.2 The employee is expected to report to work on the next scheduled workday if excused from jury duty. If any doubt exists, the employee shall call the Project Manager/DA for a determination. Failure to report when excused from jury duty will constitute an unexcused absence. Disciplinary action shall be administered in accordance with Section 4.17 of this policy and the Wackenhut Nuclear Services Policy 108.
- 4.14 BEREAVEMENT LEAVE Employees will be granted leave with pay in accordance with any existing Collective Bargaining Agreement or contract between The Wackenhut Corporation and the Client at the business location.
 - 4.14.1 The employee shall submit an Absentee Request/Report at the earliest convenience.
 - 4.14.2 Failure to report for duty following expiration of bereavement leave without approval from the Project Manager/DA shall constitute an unexcused absence. Verification of funeral may be required.
 - 4.14.3 Disciplinary action shall be administered in accordance with Section 4.17 of this policy and the Wackenhut Nuclear Services Policy 108.
- 4.15 WORKERS' COMPENSATION LEAVE Job related injury claims and Workers' Compensation Leave shall be administered in accordance with applicable Workers' Compensation Laws and the TWC Human Resources Manual. Questions regarding workers' compensation benefits should be addressed to the Project Manager/DA.
- 4.16 FAMILY AND MEDICAL LEAVE ACT OF 1993 (FMLA) The Family and Medical Leave Act was enacted to balance the demands of the workplace with the needs of families. The act is designed to entitle eligible employees to take responsible leave for medical reasons, for the birth or adoption of a child, placement of a child for foster care, and the care of a child, spouse, or parent who has a serious health condition. Requests and administration of leaves under the Family and Medical Leave Act shall be administered and governed in accordance with the TWC Human Resources Manual.
 - 4.16.1 It is the policy of WNS to be in compliance with the Family and Medical Leave Act of 1993. A notice identifying the Act's provisions is posted at TWC Administration.
 - 4 16.2 Whenever an individual uses a day or partial day of FMLA leave for the employee's own non-work-related serious medical condition the company will require the individual to concurrently use accrued sick or vacation benefits. Accrued sick leave will be exhausted prior to assessing accrued vacation leave for FMLA leave. If the employee is absent a partial workday for FMLA leave, they will be paid and assessed paid benefit time equal to the actual time absent

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provided accrued benefit time is available. If the employee is absent the entire workday, they will be paid and assessed for the entire workday provided accrued benefit time is available.

- 4.16.3 Whenever an individual uses a day or partial day of FMLA leave for other qualifying reasons, as defined by the FMLA, the company will require the individual to concurrently use accrued vacation benefits. If the employee is absent a partial workday for FMLA leave, they will be paid and assessed paid benefit time equal to the actual time absent provided accrued benefit time is available. If the employee is absent the entire workday, they will be paid and assessed for the entire workday provided accrued benefit time is available. Sick leave benefit will not be paid or assessed for time off for other qualifying reasons.
- 4.16.4 The Family Medical Leave Act permits employees to take leave intermittently or on a reduced leave schedule under certain circumstances.
 - Employees that use approved Intermittent Medical Leave for part of a scheduled workday are expected to return and/or report to work upon completion of the need for the intermittent leave.
 - Intermittent leave during scheduled work time for planned and/or unanticipated medical treatment of a serious health condition by or under the supervision of a health care provider must be medically necessary or it must be for recovery from treatment or recovery from a serious health condition. Wackenhut will review any applicable medical certification provided by employees to insure that intermittent leave or a reduced leave schedule is consistent with the findings and provisions of the certification.
- 4.16.5 State laws, client contracts or collective bargaining agreements may prohibit or limit the payment and assessment of paid benefit time concurrent with FMLA.

 Questions should be addressed to Wackenhut Nuclear Services.
- 4.17 UNEXCUSED ABSENCE Absences that are not in accordance with the provisions of this policy, shall be considered unauthorized absences. Any unauthorized absence constitutes grounds for disciplinary action up to and including termination of employment in accordance with the Wackenhut Nuclear Services Policy 108. The following table reflects the disciplinary action to be taken for unexcused absences.

Number of Infractions during a Rolling Twelve-Month Period (365 days)	Disciplinary Action
First infraction during a rolling twelve- month period.	Written counseling
Second infraction during a rolling twelve- month period.	Suspension and written counseling
Third infraction during a rolling twelve- month period.	Termination of employment with The Wackenhut Corporation.

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Note: An unexcused absence involving confirmed dishonesty or falsification on the part of the employee shall be classified as a Level I violation in accordance with Nuclear Services Policy 108, Progressive Discipline and will lead to termination of the employee.

- 4.17.1 The Project Manager will evaluate absences to determine if there are any mitigating circumstances. If mitigating circumstances are identified, the Project Manager will consider these circumstances in determining whether the absence will be excused.
- 4.18 NO CALL/NO SHOW Employees who fail to <u>property</u> notify on-duty supervision in <u>advance</u> "and" fail to report for duty shall be reported by supervision as a "No Call/No Show" for duty. If mitigating circumstances are identified, the Project Manager will consider these circumstances in determining whether the absence will be excused, unexcused or classified as a "No Call/No Show" absence. The following table reflects the disciplinary action to be taken for No Call/No Show absences.

Number of Infractions during a Rolling Twelve-Month Period (365 days)	Disciplinary Action
First infraction during a rolling twelve- month period.	Written counseling and suspension
Second infraction during a rolling twelve- month period.	Termination of employment with The Wackenhut Corporation.

5.0 RECORDS

5.1 Project Manager/DA shall maintain a record of sick leave, vacation, bereavement, and jury duty hours. The Project Manager has responsibility for ensuring that these records are maintained. Records shall be maintained by calendar year and will be subject to audit by Wackenhut Nuclear Services and client management upon request.

6.0 ATTACHMENTS

6.1 Attachment 1, Wackenhut Nuclear Services Absentee Request/Report

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WACKENHUT NUCLEAR SERVICES

ABSENTEE REQUEST/REPORT

Last Name	F	irst Name		Middle Initial
Reason for Absence		•	•	
Sick Tardy	Vacation	Unpaid Leave	Militar Militar	y/NG
Jury Duty Ber	reavement	Other Explai	în in Comments Seci	lon
request that I be exc	used from work dur	ing the following	period for the	above reason.
Hour Date	through	Hour D)ate	Total Hours
Fardy: Did the employ Tardy: Insert the time the time Military/NG: Attach a colury Duty: Attach a co	the employee notificopy of the military of	ed supervision: orders prior to si		•
Comments:		· · · · · · · · · · · · · · · · · · ·		
	Requesting Empl	oyee		Date
Supervision		Action Taken		Date
		Action Taken		Date

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FLORIDA POWER & LIGHT COMPANY TURKEY POINT NUCLEAR PLANT

SECURITY DEPARTMENT SECURITY FORCE INSTRUCTION 1106 Revision 9

TITLE:

FIELD SUPERVISORS

EFFECTIV	'E DATE: <u>2/27</u>	7/08
2 YEAR REVIEW	DUE DATE:3/13	3/09
Reviewed by SECURITY STAFF:	Signature on File	Date;
Approved by SECURITY MANAGER:	Signature on File	Date:

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Section

1.0

2.0

3.0

4.0

5.0

6.0

7.0

Enclosure 1

DATE: 2/27/08

SECURITY FORCE INSTRUCTION FIELD SUPERVISORS

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SECURITY FORCE INSTRUCTION FIELD SUPERVISORS

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1.0 PURPOSE

DATE: 2/27/08

- 1.1 This procedure provides guidance to Security Field Supervisors for performing supervisory functions of Security Officers manning Security posts and assisting the Security Shift Supervisor in carrying out daily Security operations.
- 1.2 This procedure provides direction and guidance for supervisory inspections and evaluations of Security posts/patrols.

2.0 PRECAUTIONS / PREREQUISITES

- When locking and securing vehicle and personnel gates, personnel shall perform the following actions to ensure the gates are fully secured:
 - 2.1.1 Ensure the gate latch, locking bar, or device is fully engaged, where applicable.
 - 2.1.2 Ensure the chain/cable is installed through all securing eyelets, handles, or fence fabric, as applicable.
 - 2.1.3 Ensure the padlocks are installed through all chain links, gate eyelets, or items to be secured (e.g. bollards), as applicable.
 - 2.1.4 Firmly tug on each padlock or gate lock to ensure full locking capability.
 - 2.1.5 Using care to prevent damage, attempt to open the gate latch or locking mechanism and ensure the gate is securely locked.
 - 2.1.6 Ensure all keys used to unlock gates in this procedure are maintained with the responsible Security Officer or transferred to the appropriate Security location.
- [C] 2.2 Field Supervisors shall carry all equipment designated in SFI-1109, Conducting Inventories and Inspections on Security Contingency Equipment.
 - 2.3 On-duty Security Field Supervisors shall only be relieved by the Security Shift Supervisor or another qualified Security Field Supervisor.
 - 2.4 Replacement of a Security radio should be made for nonfunctional radios <u>ONLY!</u>
 - 2.5 The Field Supervisor shall ensure proper documentation of all shift activities. >
 - 2.6 Guidance and direction in General Purpose Logs (Post Orders) shall <u>NOT</u> contain information that could be construed as Safeguards Information.
 - 2.7 Timely reporting and implementation of any compensatory measures for damaged equipment shall be performed using the applicable Security and plant procedures.

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3.0 INSTRUCTIONS

- 3.1 Security Field Supervisors shall perform the following duties:
 - 3.1.1 Maintain up-to-date knowledge of the information contained in the following documents:
 - Physical Security Plan (PSP)
 - Safeguards Contingency Plan (SCP)
 - Security Force Instructions (SFIs)
 - Security Department Administrative Procedures (SEC-ADs)
 - Other pertinent plant procedures
 - 3.1.2 Maintain familiarity with compensatory measures for Security system deficiencies and failures.
 - 3.1.3 Ensure post and patrol operations are being conducted using all of the following, as applicable:
 - Security Force Instructions (SFIs)
 - Plant procedures
 - Post Orders in General Purpose Logs (No Safeguards Information)
 - 3.1.4 Ensure procedures used for posts adequately reflect the actual post duties and responsibilities.
 - 3.1.5 Verify post and patrol staffing needs and operational requirements have not changed.
 - 1. <u>IF</u> changes to post or patrol staffing or operations are necessary, <u>THEN</u> notify the Security Shift Supervisor.
- [C] 3.1.6 Ensure the timely implementation of proper compensatory measures for the loss/malfunction of Security equipment.
- [C] 3.1.7 Upon discovery, immediately report any Security degradations or deficiencies to the Security Shift Supervisor AND establish necessary compensatory measures.
 - 3.1.8 Upon discovery, report the loss/malfunction of Security equipment to the Security Shift Supervisor.
 - 3.1.9 <u>WHEN</u> being relieved, <u>THEN</u> brief the relieving Security supervisor on changes, events, and pass-on information.

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NOTE

Proper equipment for each post is identified in SFI-1109, Conducting Inventories and Inspections on Security Contingency Equipment.

- [C]
- 3.1.10 Ensure only qualified, properly equipped Security Officers are assigned to posts.
- 3.1.11 Ensure all Security Officers assigned to posts understand the requirements for the specific post prior to being assigned to that position.
- 3.1.12 Perform a radio check at the beginning of the shift.
- 3.1.13 <u>WHEN</u> a Security radio is replaced, <u>THEN</u> ensure the Security Officer conducts a radio check and notifies the Alarm Station with the radio number.
- 3.1.14 As manning levels permit, ensure that a minimum of two post inspections are conducted per shift to ensure proper operation within department guidelines and expectations.
- 3.1.15 Ensure Security Officers remain alert, attentive, and are properly performing their duties.
- 3.1.16 Ensure one (1) man static posts are rotated frequently, following the Post Assignment Sheet.
- 3.1.17 Ensure Security Officers are performing their duties in a safe environment where ambient conditions such as heat and noise do not detract from effective Security operations.
- 3.1.18 Ensure posts are maintained clean and in an orderly manner.
- [C]
- 3.1.19 Ensure all inventories of Security equipment are properly completed using SF1-1109, Conducting Inventories and Inspections on Security Contingency Equipment.
- 3.1.20 Review post General Purpose Logs for proper documentation and accuracy <u>AND</u> ensure nothing could be construed as Safeguards Information.
- 3.1.21 Ensure all required post reports are properly maintained.
- 3.1.22 Initiate prompt and appropriate actions to correct any identified deficiencies including all of the following:
 - Improper behavior
 - Improper attitude
 - Inattentiveness to duty
 - Discovery of unauthorized material or activities

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- 3.1.23 Ensure that patrols and alarm responses are performed as required.
- 3.1.24 Ensure Security equipment testing is performed as listed on Enclosure 1, Security Equipment Testing and Inspection.
- [C] 3.1.25 Ensure the Final Access Control (FAC) cubicle in the Nuclear Entrance Building (NEB) is continuously manned.
- [C] 3.1.26 <u>WHEN</u> the buildings are open for processing personnel, <u>THEN</u> ensure the Final Access Control (FAC) cubicles in the Main Truck and Water Treatment Gatehouses are continuously manned.
 - 3.1.27 Ensure Security staffing is sufficient for proper access control during peak times.
- [C] 3_1.28 Ensure Security personnel understand the requirements for all of the following:
 - 1. All visitor vehicles and personnel shall be properly authorized entry, searched, and assigned appropriate escorts shall be present prior to granting entry.
 - 2. PA gates shall be securely closed and locked after processing vehicles or personnel into or out of the PA using the guidance in Step 2.1.
 - 3. Personnel exiting the Protected Area (PA) shall process through a portal radiation monitor as specified in SFI-2100, Protected Area Access Control.
 - 3.1.29 Ensure the Containment Personnel and Emergency Escape Hatches (for entry into containment) remain locked except when entry is authorized by the Shift Manager and with Radiation Protection (RP) personnel present.

4.0 **RECORDS**

4.1 None

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5.0 REFERENCES / COMMITMENTS

5.1 References

- 5.1.1 SFI-1109, Conducting Inventories And Inspections On Security Contingency Equipment
- 5.1.2 SFI-2100, Protected Area Access Control Routine
- 5.1.3 SFI-2201, Protected / Vital / IMP Patrols (SGI)
- 5.1.4 SFI-2202, Vehicle Barrier System
- 5.1.5 SFI-2203, Owner Controlled Area Operations
- 5.1.6 SFI-2300, IDS Testing
- 5.1.7 SF1-2301, Search Equipment Testing
- 5.1.8 SFI-2302, Assessment of Security Lighting
- 5.1.9 SF1-2303, Testing of DCU Components

5.2 Commitments

Paragraph	Commitment Source	Paragraph	Commitment Source
2.2	Physical Security Plan	3.1.19	Physical Security Plan
3,1,6	Physical Security Plan	3.1.25	Physical Security Plan
3.1.7	Physical Security Plan	3.1.26	Physical Security Plan
3.1.10	Physical Security Plan	3.1.28	Physical Security Plan

6.0 **DEFINITIONS**

6.1 In-service - The condition of equipment which is being used to process personnel or could be used to process personnel without additional testing.

7.0 FIGURES / ENCLOSURES / ATTACHMENTS

7.1 Enclosure 1, Security Equipment Testing and Inspection

END OF TEXT

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ENCLOSURE I SECURITY EQUIPMENT TESTING AND INSPECTION

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- 1.0 Security equipment shall be tested and/or inspected in the following procedures:
 - 1.1 Vehicle Barrier System (VBS)
 - 1.1.1 Periodic inspection of VBS components shall be performed using the following procedures:
 - SFI-2201, Protected / Vital / IMP Patrols (SGI)
 - SF1-2202, Vehicle Barrier System
 - SF1-2203, Owner Controlled Area Operations
 - 1.2 Intrusion Detection System (IDS)
 - 1.2.1 Periodic testing of IDS equipment shall be performed using SFI-2300, IDS Testing.
 - 1.3 Security Search Equipment
 - 1.3.1 Periodic testing and inspection of Security search equipment shall be performed using SFI-2301, Search Equipment Testing:
 - X-ray machine
 - Portal explosives detector
 - Portal metal detector
 - Hand held metal frisker
 - 1.4 Security Lighting
 - 1.4.1 Periodic assessment of illumination of selected areas within the Isolation Zones and exterior areas within the PA shall be performed using SFI-2302, Assessment of Security Lighting.
 - 1.5 Vital Area Security Equipment
 - 1.5.1 Periodic testing of the following vital area Security equipment shall be performed using SFI-2303, Testing of DCU Components:
 - Door Control Units (DCU)
 - Tamper Switches
 - Electric Door Strikes (EDS)
 - Balanced Magnetic Switches (BMS)
 - Card Readers
 - Hand Geometry Units (HGU)
 - Turnstiles
 - NEB Seismic Shok 1 and 2

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